

TWENTY CENTS

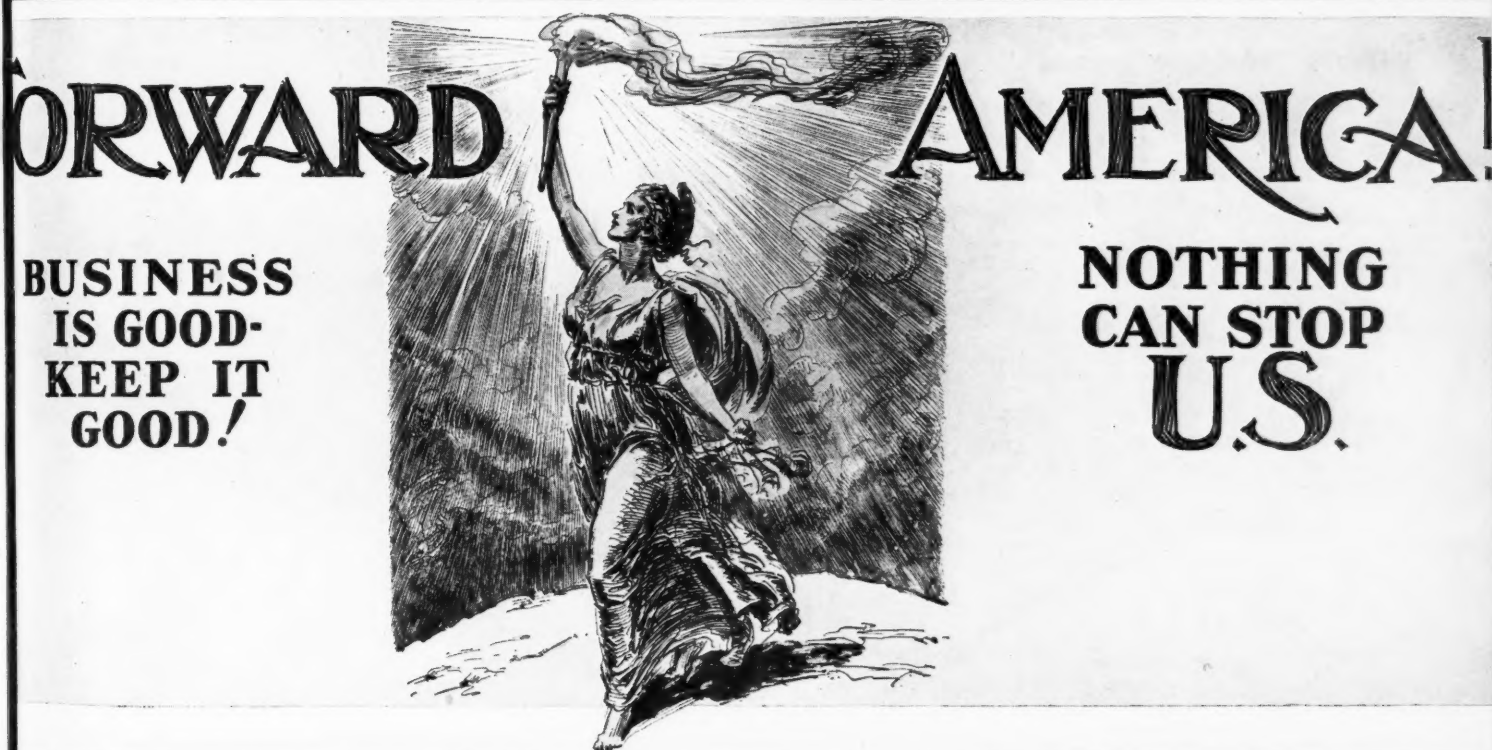
DECEMBER 7, 1929

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Sales Management

The Weekly Magazine for Marketing Executives



Fifty thousand "Prosperity Posters" are going up this week throughout the country sponsored by the Outdoor Advertising Association of America, Inc., as an aid to President Hoover's expansion program.

How Armour Humanizes
a Big Business

U. S. Rubber to Wage Biggest
Campaign in 1930



*I've been
asleep with
my eyes
open!*

SO says the advertising manager who suddenly awakens to the **advertising possibilities** of good envelopes, appropriately adorned.

He knows his magazines, trade papers and newspapers—his catalog is one hundred percent, his sales letters and direct advertising are O. K., he's grabbed the best spots in town for billboards, —even the factory water tank boasts a display sign.

Nothing gets by him but the wind —*so he thinks*. And yet, here's a 365 day opportunity to build prestige and goodwill with the thousands who see, handle or receive mail from his house.

Good envelopes are as necessary to modern business as good reputation. In fact, they help build good reputation. Eight out of ten business men open their own mail . . . how important then that envelopes be right.



Paul C. Dallwig, nationally known insurance authority, says: "Attractive appearance of mail matter is a form of business insurance in itself, and good envelopes are necessary to impressive presentation."

Good envelopes don't just happen —somebody plans them and makes them good . . . and then they make good. It's far wiser to have them "better than necessary" than "not good enough." Surely your business is entitled to the full benefits of attractive, prestige-building envelopes, when the better kind costs so little more.

Have you ever read "Advertising Waste Spaces"? If not, we will gladly mail you a copy on request.

GOOD ARE JUST GOOD BUSINESS ENVELOPES

BUREAU OF ENVELOPE MANUFACTURERS OF AMERICA, 19 WEST FORTY-FOURTH STREET, NEW YORK CITY

© 1929 B. E. M. A.



ALL SALES RECORDS BROKEN

and WHY

"Chicago, October 18—Netcher Day and the Courtesy Day preceding it this week developed a volume of business that surpassed all previous records for this sale, which is held semi-annually and is the outstanding event on the Boston Store's calendar. *The public took more favorably to Courtesy Day than ever before, with the result that the company had the biggest two-day period in its history . . .*"

From WOMEN'S WEAR DAILY, October 18, 1929

How the Boston Store, one of Chicago's largest and oldest department stores, apportioned its advertising of this record-breaking sale is of unusual significance to advertisers:

	Agate Lines	Percentage of Total
In The Daily News . . .	31,720	68.11%
In the Tribune	5,375	11.54%
In the Herald-Examiner . . .	4,975	10.69%
In the Post	2,935	6.30%
In the Times	1,565	3.36%
Entire Netcher Day		
Lineage	46,570	100.00%

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

Advertising
Representatives:

NEW YORK
J. B. Woodward
110 E. 42d St.

DETROIT
Joseph R. Scolaro
3-241 General Motors Bldg.

SAN FRANCISCO
C. Geo. Krogness
803 Crocker 1st Nat. Bank Bldg.

ATLANTA
A. D. Grant
711-712 Glenn Bldg.

Member of The 100,000 Group of American Cities

Weigh the FACTS!

An Advertising Campaign
Intelligently Planned Is
Already Half Won . . .

Circulation Claims, alone, should not influence you in your choice of media.

Yet the NEWARK EVENING NEWS guarantees the advertiser the largest circulation in the State of New Jersey.

Nor should claims of Advertising greatness, alone, sway you in your choice.

Proof can be shown that the

Newark Evening News

produces incomparable results for advertisers and ranks

FIRST

In National Advertising among all the six-day newspapers in the United States

Add to these the further Fact that the NEWARK EVENING NEWS is the *Home Newspaper* of a city of remarkable prosperity and of a suburban residence section the wealthiest in America and you have Facts it is well for you to weigh and prove for yourself.

Circulation over

140,000

Copies Daily

90% Home Delivered

Newark Evening News
ALWAYS REACHES HOME

Always Reaches Home

EUGENE W. FARRELL
Business and Advertising Manager
215-221 Market Street, Newark, N. J.

O'MARA & ORMSBEE, INC.
General Representatives
New York - Chicago - Detroit
San Francisco - Los Angeles

Survey of Surveys

BY WALTER MANN

Editor and Publisher 1930 Market Guide

Interesting and well worth while are the additions and improvements to the Editor and Publisher Annual Market Guide for 1930. This book, as is generally known, is a handy compilation of statistical and economic data for the 1,400 cities and towns in the United States and Canada having one or more daily newspapers.

The major addition this year is a collection of highly valuable data by states. Statistics are given on area, temperature, climate, male and female population, native white, foreign-born and Negro, dwellings, families—breakdown of leading foreign populations; urban and rural population; a breakdown by size of city, etc. Next come data on wealth and income, the well-known key to consumer buying ability by states—financial, educational and religious data, also agricultural, industrial, mineral, fishing, forest products, amusements and theatres, automotive, communication and transportation, newspapers, building and construction, wholesalers, retailers, retail trade, exports and miscellaneous. These data are given in great detail and will be exceptionally valuable to those who divide their sales and advertising by states. Data sources and percentages of the U. S. total are given whenever possible.

Another major improvement is a revision of all market area maps by scale—also an alphabetical arrangement of the legends on these maps.

Moreover, the city surveys themselves have been greatly improved. Many changes have been introduced which make for easier use of the information. For instance, the number of personal income tax returns have been put under the heading "Population" instead of under "Banks" and 1926 vs. 1927 figures are given. The county seat has been indicated whenever this is the case. The airports and landing fields have been put in a separate paragraph—showing name, location, distance and direction from the city. The number of telephones for each city has been added—also the number of meters for both gas and electricity, as well as the number of automobile registrations. Also we find this year the number and kind of daily newspapers for every city.

These and many other additions and improvements which have added 100 pages to the book have made the Market Guide more valuable this year than ever before. Obtainable direct from *Editor and Publisher*, 1475 Broadway, New York City—\$4.00—in conjunction with a year's subscription—and well worth it.

"New Ideas" on Small-Town Coverage

All small towns are *not* small towns.

A simple little booklet entitled "Some New Ideas on Coverage," recently published by *Household Magazine*, contains ten pointed pages assailing the current

space-buying method of figuring small-town coverage.

Household Magazine contends with apparent justification that the principle of considering all small towns as small town in character and in thinking, as well as in number of inhabitants, is basically wrong. It holds that gross inaccuracy results since so many towns so designated are in reality suburban to bigger cities. But suppose we let *Household Magazine* tell this part of its story in its own words:

"For years the A. B. C. breakdown of circulation has been used by agencies and advertisers as a guide to determine what proportion of the circulations of the magazines on their lists went into various population groups.

"In this way they could figure that they were reaching a certain percentage of the people in each of these population groups.

"This is perfectly true as far as it goes, but it has one serious fault.

"This breakdown by towns does not take into account the fact that there is a vast difference between a town of, say, 15,000 people, which is a *suburban town and really part of a big city*, and the town of 15,000 which is a *real, independent small town—a center within itself*."

"From the standpoint of national coverage, this differentiation is highly important.

"In breaking down a schedule on an A. B. C. or a town basis, an advertiser will find that he has, according to this (the first) method, a fairly high percentage of small-town circulation and coverage through the use of metropolitan magazines. This does not represent the real situation, since the so-called small-town circulation of most of these metropolitan magazines is actually concentrated in metropolitan suburban families, to whom their editorial contact is keyed, and where circulation is easier to get."

"Perhaps the one outstanding example in the magazine field which will best illustrate the vast difference between actual circulation and A. B. C. or town circulation location is '*Better Homes & Gardens*.' Here we find that according to A. B. C. statement, '*Better Homes & Gardens*' has 50 per cent of its circulation in towns under 10,000. Then, if we take a look at one of the first pages in their circulation book we find that they have 87 per cent of their circulation in cities and suburbs.

"This is true to a lesser or greater extent of all magazines. Therefore, in order to arrive at an accurate picture, some method must be found that will differentiate between a suburban and an independent small town.

"Two years ago we broke down the circulations of all magazines on a county basis and then put those counties together whose largest town was of a given population.

"In other words, we put in one group all those counties with cities having a

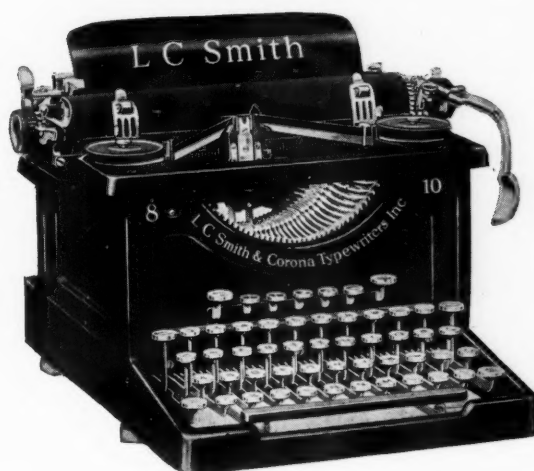
*The italics are our own.

**Comment on comparative ease in getting big city circulation is, we believe, open to debate.

(Continued on page 479)

L C SMITH

GIVES YOU GREATER OFFICE EFFICIENCY



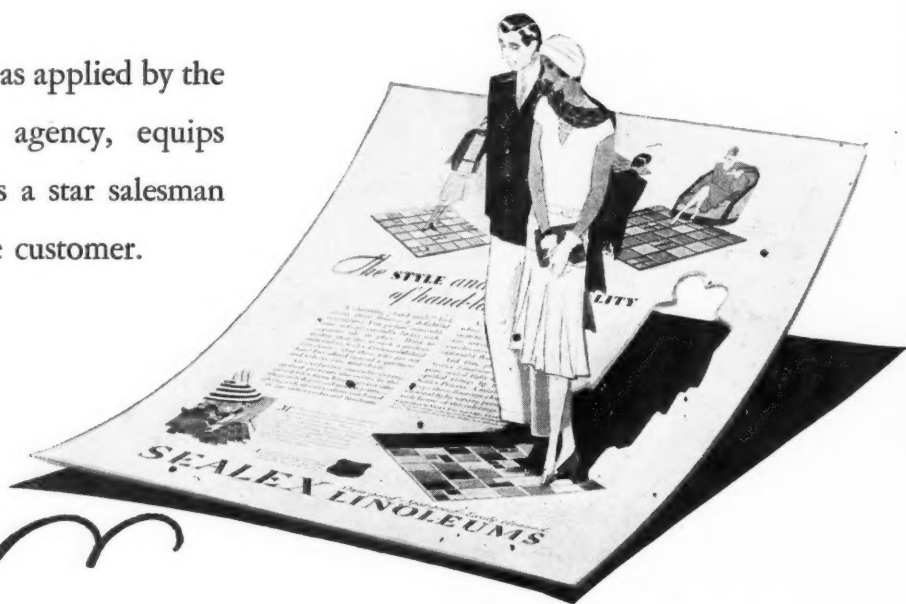
EIGHTY-THREE per cent of the firms who bought L C Smiths ten years ago are still buying them today. An increasing number are changing to the L C Smith because of its obvious mechanical superiority. No other standard machine offers so many valuable features. ¶ Production increases and mistakes decrease because jamming of type bars is eliminated. Ball-bearing construction throughout gives a smooth, light touch, entirely different from the old-fashioned hammering method. ¶ A Reverse Line Spacer greatly increases speed on filling in addresses of form letters. ¶ The Five Key Inbuilt Decimal Tabulator, which comes as standard equipment, will handle all the statistical work in a majority of offices. ¶ The Interchangeable Platen is an exclusive feature, invaluable where one typewriter must be used for a variety of work. ¶ On the L C Smith the dancing carriage is eliminated. The type bars move down instead of the carriage moving up. Three o'clock fatigue is eliminated. ¶ Place an L C Smith in your office on trial. In a week's time it will have won front rank as the easiest operating, fastest and most convenient machine in the office.

L C Smith & Corona Typewriters Inc

51 Madison Avenue, New York City

IMAGINATION invests the layout with a five-fold purpose . . . To attract and to focus attention . . . To stimulate and uphold interest in the selling talk . . . To visualize answers to reader questions . . . To aid toward a decision when choice is offered . . . To suggest to the prospective buyer the satisfaction of having bought.

In short, Imagination, as applied by the constructive advertising agency, equips the layout to function as a star salesman in direct contact with the customer.



The Erickson Co.

230 PARK AVENUE • NEW YORK CITY

VOL. XX No. 10
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 Saturday

Sales Management

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ACROSS THE NORTHERN BORDER 60,000 CAME

—flooding into Florida—more than 20,000 automobiles from 47 States in two November weeks—and other thousands arriving by train, boat and bus. Your northern customers now in the Florida market! Follow them with advertising. Keep the buying habit you already enjoy, or develop acquaintanceship nationally while residents of every State are concentrated in Florida—using "Florida's Foremost Newspaper":

The FLORIDA TIMES-UNION Jacksonville, Florida

From a "WAR BRIDE" To a NATIONAL PRODUCT

*in a few years by the use of
Dealer Premiums.*

This result was accomplished with practically no other or supporting advertising.

We quote from an interview by a national trade publication with the General Sales Manager of the manufacturers:

Called Expert Aid

"At this point the need of expert assistance began to be felt, for there were the problems of the selection of the best premiums, the sources of supply, price, stocking and shipping, the clerical force necessary to handle the department and the space that must be devoted to the work. It looked like a large undertaking, and the solution was found in an arrangement that has ever since continued whereby the entire premium-department was placed in the hands of the Premium Service Company, of New York City, acting for and in our name."

The complete story, as told by the General Sales Manager above referred to, will be mailed to any representative concern upon request.

Among other nationally known companies who are served in this way by The Premium Service Company (some of them for more than 20 years), are:

Lever Brothers Co., The J. B. Williams Co., McCormick & Co., Union Supply Co. (U. S. Steel Corp.), International Magazine Co. (Hearst Publications), etc.

For copy of the War Bride story and other information address

The Premium Service Company, Inc.

E. W. PORTER, President
7 West 18th Street
New York City

Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, INC., Reader's Service Bureau, 420 Lexington Avenue, New York.

Business Conditions

Seventy-eight Industrial Leaders Support President Hoover in Finding Trade Conditions Sound Despite Collapse in Stocks. A booklet hot off the press of the *Christian Science Monitor*, containing the replies to a telegram which this alert newspaper sent to leaders of industry throughout the United States, asking for constructive information about business trends.

Motion Pictures in Business

Caravel is the title of a profusely illustrated brochure on the high spot uses for motion pictures in business. A few of the uses which are illustrated are to influence popular opinion and habits—to present scientific truths—to win consumer acceptance—to obtain valuable publicity and good will—to show products in actual use—to instruct factory employees and field service men—to make records of work in process—to convincingly illustrate a sales story to strengthen salesmen's personal interviews—to team manufacturers', jobbers' or dealers' salesmen, etc. A booklet well worth writing for. Prepared by Caravel Films, Inc., a division of the Business Training Corporation, New York.

Office Systems

Systems. The systems service division of the Gilman Fanfold Corporation, Ltd., has analyzed the multiple and single forms in prevalent use by most large companies today, and presents here a treatise on the consolidation of these forms into compact systems. Gives a list of addresses and telephone numbers where system analysts may be reached in a score of cities in the United States.

Window Display

Dennison Window Display Exhibit at the New York Art Center. A collection of photographs of the Dennison display designs created by their window display studio for this exhibit. The backgrounds were designed without any consideration of the physical

properties of the medium in which they were to be carried out, and were reproduced with amazingly beautiful results in Dennison crepe paper and Dennosheen. The modern effects achieved with the use of cylinders, angles, cubes, etc., are especially attractive and striking. The Dennison Manufacturing Company conduct a free display designing service that is well worth noting.

Personnel

To Him That Hath. A ninety-page booklet directed to the seeker after a high-grade executive position, but which would also be valuable to the man who is on the lookout for good executive material for his company's needs. William L. Fletcher, Inc., act as employment managers for corporations in locating and investigating executives. This booklet describes their unique methods and the reasons for their outstanding success in bringing together the right man and the right job.

Cover Stocks

Moderne Book and Translucent Cover Papers. The A. M. Collins Manufacturing Company of Philadelphia will be glad to send a packet of booklets done in Moderne, "the most beautiful of coated papers," illustrating a variety of uses to which its paper stock of truly lovely design lends itself.

Markets

Philadelphia is the 3rd Largest Market in America. This is the heading of a large broadside issued by the *Philadelphia Bulletin*, on one side of which is an excellent map of the eighty miles radius around the Philadelphia City Hall, comprising the normal trading area of interest to the manufacturer and jobber. The other side of the sheet contains a ready reference table of populations in the same area. A valuable asset to the sales manager planning a campaign in this territory.

Almost Every Other Person Who Goes to a Newsstand for a Weekly Magazine Buys Liberty

THE best measure of reading power is newsdealer sale—voluntary purchase of every issue of a magazine.

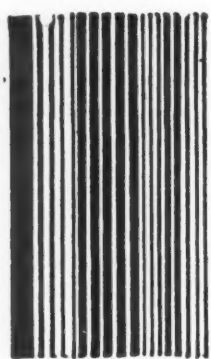
The combined newsdealer circulation of the four leading weeklies is 5,571,732. The newsdealer circulation of Liberty alone is more than 2,225,000. Liberty has the biggest newsdealer circulation of any magazine.

No longer is wealth confined to the favored few. "Reading Power" has replaced "Buying Power" as the measurement that means advertising success. And by the best gauge of reader interest, Liberty leads all other magazines.



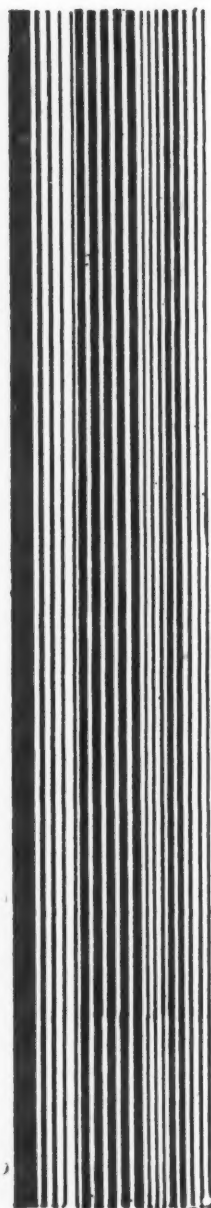
LIBERTY

A Weekly for Everybody



COLOR

PLUS COMPACT, ACTIVE COVERAGE



Whether its illustrative elements require delicate pastel tones, or blatant expression in a dazzling burst of flame, colorful printers' ink is gala dress for the story that's to build sales for your product. And to make its every impression most telling . . . to reduce costly waste and duplicated circulation . . . compact newspaper coverage has no equal. Thus it is that our story of Journal Color becomes one of color plus. Color plus compact coverage . . . 95% concentrated in the New York Metropolitan area. Plus active coverage as attested by the successful campaigns for which Journal Color alone has aided in building a large and immensely profitable sales volume. Plus a reader-interest and buying responsiveness that only the largest evening newspaper reading group in America can offer.

NEW YORK EVENING JOURNAL

*One of the 28 HEARST NEWSPAPERS read
by more than twenty million people*

NEW YORK, 9 East Fortieth Street

Represented Nationally by the **RODNEY E. BOONE ORGANIZATION**

NEW YORK: International Magazine Building

CHICAGO:
Hearst Building

DETROIT:
General Motors
Building

ROCHESTER:
Temple Building

PHILADELPHIA:
Fidelity Philadelphia
Trust Building

BOSTON:
5 Winthrop Square

*Member of International News Service and Universal Service
Member of Audit Bureau of Circulations*

Sales Management

The Weekly Magazine for Marketing Executives

VOLUME TWENTY, NUMBER TEN

NEW YORK, N. Y., DECEMBER 7, 1929

Significant News

● ● ● ● If the Ford 5 per cent wage boost amounts to \$19,500,000 a year, as Edsel Ford tells us, the company's payroll in this country is \$390,000,000. This means that the Ford plants are distributing more than one-thirtieth of the entire industrial payroll of the United States, which was \$10,849,000,000 in 1927.

● ● ● ● When President Hoover, in his annual message, says of his conferences, "We have re-established confidence. Wages should remain stable. A very large degree of industrial unemployment and suffering which would otherwise have occurred has been prevented," he speaks with the authority not only of his high position but of as notable a gathering of business leaders as has ever been brought together.

● ● ● ● Great Atlantic & Pacific Tea Company's sweeping cut in coffee prices to meet reductions in the coffee markets is of peculiar interest to the food industry, which has long regarded coffee as one of its best profit earners. The company expects greatly increased demand. It professes to believe that nothing else can help the Brazilian planters and so save a promising market for our exports. The planters, it says, have raised all the money they could on very large surplus stocks, backed up behind the Defense Plan, and are now compelled to liquidate supplies as a condition of further credits. What about the well-known national brands? None of them has reduced its price. Thus far all of them have sat tight, relying on the strength of consumer preference begotten of persistent advertising. There have been few sharper tests of good will founded on the one hand on established taste and on the other on price appeal.

● ● ● ● The Sears, Roebuck-Penney merger now being considered may be a substitute for the much-talked-of Sears, Roebuck-Montgomery Ward combination which failed to materialize. The proposed merger would start with a sales volume of more than \$650,000,000, an amount which, large as it is, falls short of that of the great grocery chain by close to half a billion dollars. Sears, Roebuck made \$27,000,000 last year on sales of \$346,000,000, Penney nearly \$11,000,000 on sales of \$177,000,000, while A. & P. with sales of \$1,000,000,000 made only a little more than \$24,000,000. What price size?

● ● ● ● Sir Henri Deterding, head of the Royal Dutch Shell oil companies, came across the ocean to tell us that the whole world will follow America in any plan for regulating oil production along scientific and economic lines. The only obstacle he sees is what he characterizes as "protectionism and the lack of free trade." He objects to large exports of oil from the United States to Europe and foresees a time when we may be forced to take back some of our own oil at higher prices because we need it. Meanwhile his companies over here are putting up the most aggressive fight for business the Standard Oil group has ever experienced in their most profitable territories. Overproduction is still the problem in the oil industry.

● ● ● ● The final chapter in the long-drawn-out hearings on the advertising agency conspiracy charges has at length been closed. Those who are interested in finding out what opposing counsel think of the testimony can get some idea of what the controversy is about by reading the account in this issue of what the lawyers had to say.

● ● ● ● The Association of National Advertisers has just made a survey of its members regarding their individual advertising programs for 1930. This report, appearing elsewhere in this issue, further confirms the trend to place emphasis on sales and advertising first indicated in the telegrams of business leaders to SALES MANAGEMENT, as published in the issue of November 9.

● ● ● ● The Business Paper Publications have collected from members of their association an imposing array of testimony supporting the belief that manufacturers who supply industries, institutions and professions with products and services are looking forward to 1930 with great confidence and are backing their confidence with enlarged business paper advertising appropriations.

● ● ● ● A telegraphic survey was made this week by *Rug Profits*, organ of the floor-covering industry, covering retail buyers (mostly for department stores) in the principal cities of the country. The replies of seventeen representative concerns show, with pertinent specifications in many cases, that there is every reason to expect good carpet, rug and linoleum business in the new year. Only one merchant reported a contrary view.

How Armour Humanizes a

MANY years ago, when big business was not nearly as big as it is now, the expression, "soulless corporation" came into being to express the impersonal relationship between large business organizations and the public. The term is still heard occasionally, although the attitude of the people toward big business is more favorable now than formerly.

There was real resentment against the big, impersonal company, and for good reasons. Man is by nature a friendly animal. The most interesting subject to man is man. He prefers persons to things. If he thinks of a company, an institution, a sport, a kind of business, or anything in which people are engaged, his natural mental process is to think of one or more individuals who to him personify that subject.

Prefer Persons to Things

Thus, the thought of a great manufacturing company does not suggest factories, machinery, or even the manufactured product; it suggests, instead, some individual whom one has come to associate with that company—perhaps the head of the company whose name one has often heard and read and whose likeness one has often seen in the public prints, or it may be a representative of that company with whom one has come in personal contact. The thought of "the movies" suggests certain actors and actresses whose names and likenesses are familiar, or perhaps one or more men who are prominent in the industry. A sport means certain individuals engaged in that sport whom one has come to know and perhaps admire; the hardware business very likely means the local retailer of whom one buys tools and implements.

BY CHARLES H. MACDOWELL

President, Armour Fertilizer Works, Chicago

The farm market cannot successfully be sold on an impersonal basis, says this executive. Sales to farmers must be built upon friendly, human contacts. How this giant concern builds up and maintains these contacts through dealers and salesmen is told here.

We refer to a company as "they"; the sun is "he" and a ship is "she." The neuter gender is not popular in our language or thought. We prefer persons to things.

This is true of us all, but it is true in the greatest degree among those who live somewhat apart from their fellow men. We of the city may not speak to our next-door neighbor when we meet him on the street, but the farmer will speak to a man whom he has never seen before when he meets him on a lonely country road, and if given the least encouragement, he will stop and chat awhile.

For these reasons, we of Armour Fertilizer Works have always tried to humanize this business. Immediately after the company was formed, in 1894, we began a program of building men. P. D. Armour, Sr., used to say that 95 per cent of a company's men are what the company makes them. Within ten years we had "made" all our executives and today there is not a single official, executive, or even a branch manager in the organization who has not grown up in it.

Ours is a comparatively big business, operating twenty-four plants and twenty branch offices in the United

States and others in Cuba and Porto Rico, but it is a personalized business. We strive to make every individual employe feel that in his contacts and relations with the public he personifies the company, and we give the people ample opportunity to think of this big business in terms of persons rather than things.

One of the most constructive things we do, for example, is have our managers and salesmen visit among the farmers in their territory during the growing season. They do not sell to farmers. They sell to dealers. But these personal contacts with the ultimate consumers are incalculably valuable. They go far toward making this a personal organization instead of a "soulless corporation."

In the homes of many farmers in our territory are handsome photographs of growing crops, enlarged and framed and hung on the wall. The farmers point with unconcealed pride to those photographs. And every time they look at one of them, they very likely think of the Armour Fertilizer man who took the picture and gave them this fine enlargement. To them he personifies Armour Fertilizer Works.



Armour men make a habit of visiting among farmers during the growing season. Often they make photographs of growing crops, prints of which are furnished to the farm owner.

Big Business

Our salesmen, of course, represent us to our dealers and competitors. A letter which we recently sent our salesmen will perhaps best express our policy on this subject:

"It is the instinct as well as the policy of Armour Fertilizer Works: To speak well of competitors and their products; to refrain from loose talk and the retailing of idle gossip; to compete openly and to use clean, aboveboard methods in selling goods; to make the best goods that scientific and technical knowledge can develop.

"When you call on a customer, you do so as a representative of Armour Fertilizer Works. Your appearance, manner and statements are taken as a reflection of the company's methods, because 'birds of a feather flock together.' Therefore, in order to represent your company properly, it behooves you to become familiar with its fundamental policies and methods. Your customers are influenced by the impressions you make on them and the statements you make to them, and it is only natural for them to pass on to friends and competitors what you say and do.

Advice to Salesmen

"Competition in the fertilizer industry is keen and alibis are used as generally by salesmen as by 'gangsters.' Tongues are often hung in the middle, wagging violently at both ends, and rumor broadcasting stations are numerous. Static and distortion in gossip and facts are relayed with unusual rapidity and gain in 'crash' and inaccuracy as they travel. Therefore, don't talk too much nor too long. Speak well of your competitor and his goods. Don't pass on tales you instinctively know are untrue. Don't be trapped into making statements to customers which can be twisted into uncomplimentary reflections on the other fellow's salesmen, methods or product.

"Your company's relations with competitors depend largely on your methods and deportment. You can have keen competition without bitterness or you can have competitors 'gunning' for you and your company. Smile, work hard. Attend to your own business. Tell your own story. Convince your trade that you know your job, that your company knows its job, that you are reliable, that your product is the 'last word,' and that

"Personal contacts with ultimate consumers are incalculably valuable. They go far in making this a personal organization instead of a 'soulless corporation,'" says Mr. MacDowell.



your people are 'real folks' and dependable in every way. Then to avoid reconsideration by your customer and loose talk by yourself, close the transaction and get out. Your buyer is a busy person.

"As a final reminder, be neat in your appearance, keep yourself clean-shaven, be punctual, avoid 'smartalecness,' do today's work today, and keep everlastingly at it. We in the home office want to know you not only by your sales results, but by the good things your customers say to us about you and your helpfulness to them."

Our dealers also represent us to the public and the subject of dealers is one which we discuss frequently and long in our managers' meetings. In general, we want dealers who are financially able to handle the volume of business in their territory, who are engaged in selling fertilizer for a profit (only such dealers remain in business), we feel that they are a part of our selling organization, who will push our product as much as it deserves, and who are as much leaders in their community as we are in the industry.

The importance of the dealer's influence in a farm community is often underestimated. During the summer of 1928, the National Fertilizer Association sent a questionnaire to over 48,000 farmers in 795 fertilizer-consuming counties in 35 states, asking as one of 26 questions: "In selecting the grades of fertilizer that you use, which of the following has helped you most: Your fertilizer dealer? Your county agent? Your farm paper? Your agricultural college?"

Of the 38,632 farmers who answered this question, 25,252 stated that their dealer had been most helpful. Stated in percentages, 65.4 per cent

rely on their local dealer. In North Carolina, which uses more than 17 per cent of the fertilizer consumed in the United States, 74.1 per cent of the farmers follow the dealer's advice, and in Georgia, where 10 per cent of the national total is consumed, 79.2 per cent look to the dealer in selecting the grades to use.

Realizing the dealer's personal influence in his community, we contribute in every way possible to enhance his prestige and to make him an authority on our goods. Among other things, we distribute all our direct-mail letters—a million to a million and a-quarter of them every year—through the dealers, processing them on their letterheads, having them sign the letters, and mailing them from their postoffice.

These letters, by the way, go to select lists furnished by the dealers and approved by our representatives in the field. We believe that one good letter to fifty live prospects is better than a broadside to thousands of miscellaneous ones.

While we are constantly promoting and encouraging personal contacts in the field, we want our customers to feel that we here at the home office are "real folks," too. We want every farmer in America to feel that he can come right to the president of this big company with his problems and that he will get a sympathetic hearing when he does so.

For this reason we have long made a practice of publishing numerous editorials under the president's name, and for the past several seasons we have been publishing some editorial advertisements of the same character.

We usually begin about the first week in January in the South and a

(Continued on page 476)

Sales Doubled when We Overhauled Our Sales Plan

BY F. W. BIRKENHAUER

President, Pie Bakeries of America, Inc.,
Newark, New Jersey

The Pie Bakeries of America, Inc., threw overboard almost all of their old-fashioned methods of doing business. Then they set up an integrated selling program involving newspaper advertising, better merchandising and sounder production plans. Sales volume in Greater New York has jumped 100 per cent since June.

THE Pie Bakeries of America, Inc., came into existence, financially speaking, four years ago. It was formed when pie bakers in four important cities, Newark, Brooklyn, Detroit and Chicago, were merged and incorporated under this name. But it remained for a well carried out newspaper and merchandising campaign to demonstrate the advantages of further linking the merged companies in a comprehensive marketing plan.

The plan began with the production and the physical handling and packaging of what is now the Pie Bakeries of America's most important product, Mrs. Wagner's pies. It carried through to a consideration of the minutest details of display fixtures and window stickers. And results? Well, one way of describing them would be to say that the merchandising and newspaper advertising campaign which swung into action early in June brought about an increase of 100 per cent in sales in the greater New York area, and superimposed upon that an increase of about 50 per cent in the number of outlets. But it was not the campaign in itself, perhaps, that brought these results so much as it was the manner in which it was dovetailed with every phase of the pie baking business, and in particular every phase of the business of Pie Bakeries of America, Inc.

When the Pie Bakeries of America discovered their product was being poorly and unappetizingly displayed, they created this special display stand.

The five plants of the Pie Bakeries of America had been functioning from a marketing standpoint pretty much like so many independent establishments. They were making whatever kinds of pies their respective markets seemed to demand. Each was employing, or not employing, advertising as it saw fit. The plant in Brooklyn was marketing its product quite independently of the plant in Newark. The delivery trucks still bore the local company's original name.

But, to begin at the beginning, the first change we made was in our product. A multiplicity of types and kinds of pies were being made. We decided that differences in the tastes of citizens of Newark, Brooklyn and Chicago were actually not as variegated as our product. Previously, we had been making pies of the size that was economical when eight or twelve was a medium-sized New England family. It was apparent that under many conditions this large size of pie



Because direct mail, newspaper copy and personal sales work were so carefully coordinated with the introduction of a better product, better packaged, sales showed an unusually fine response.

is inappropriate under present conditions. It was relegated to a service basis of promotion. We continued to supply

it whenever it was appropriate and in demand. But we began making and pushing an eight-inch pie, intended to be retailed as a unit rather than by the cut, and at a uniform price of twenty-five cents.

The best established brand put out by any one of our five plants was that made by the Newark plant, Mrs. Wagner's pies. We adopted "Mrs. Wagner's Pies" as the trade name for it. And since a coordinated marketing plan required a product of uniformly good quality, we created along with the job of general director of sales, the job of general director of production. The man best known for his ability in the production end of the business in the five merged companies was assigned to this position.

He was instructed to make the best eight-inch pie possible. And that is what he proceeded to do, first in the Newark and Brooklyn plants for the New York area, and subsequently in the other cities. The first thing we accomplished was this standardization of our product. With that, we were ready to begin the merchandising and advertising of it.

An investigation of the existing methods of retailing pies revealed one condition that stuck out like a sore thumb. It was the glass case in which they were customarily displayed for sale. We found that coffee rings and all sorts of pastry products were often kept in this container along with pies, —products often of varying degrees of freshness and attractiveness. We found too that in many stores and restaurants, crumbs were allowed to collect in it and that it was washed out none too often.

For this unsanitary glass case, we substituted a pie rack of wrought iron. It consisted of nothing more or less than eight discs, cupped to fit the bottoms of the cardboard containers of our pies. These were mounted on a standard, one above the other. The standard was not ornate, but simple and well proportioned, painted a dark green. The base was amply heavy so it would not tip over, and the discs were on swivels so that they could either be swung out fan-wise or put in alignment one directly above the other. The top of the supporting rod was supplied with a bracket for holding a card announcing weekly specials. More will be said of this card presently.

To protect the pies from dust each one was wrapped in a moisture-proof glassine container. On the container a circular trade-mark-like layout is used with the name, "Mrs. Wag-

ner's" offset in green forming the upper half of the diameter, and the name of the pie printed in red in the middle, together with the advice, printed in complementary green, "For best results warm before serving." Then forming the lower half of the circle's circumference, is a suggestion to try some other kind of pie. Thus in the case of a lemon pie, the suggestion would be, "Have you tried my fruit pie?" This is in red. The whole is about the same diameter as one of the pies.

And tucked inside the container with the pie are

stuffers which mention in detail some of the reasons why Mrs. Wagner's pies are superior, and reiterate the advice on the outside of the container to the effect that the pie is best when it is warmed a few moments before serving.

Just before Thanksgiving, Christmas and New Year's, the stuffer tells of the special holiday mince and pumpkin pies offered at these seasons. These special pies are put up in boxes, and in some cases are made in eleven-inch as well as eight-inch sizes. The same style of box is used for the various kinds of special pies, and a space is left in the printed matter on the outside where "pumpkin," "mince" or whatever variety the pie happens to be, may be stamped in. So much for the container.

Really "Strictly Fresh"

But all the containers in the world will not add the tang of a strictly fresh pie to one that is not in fact strictly fresh. In its advertising campaign the company announced, "Fresh from Mrs. Wagner's pie kitchen to your grocer and delicatessen every day." One of the duties we loaded onto our directors of sales and production was to see to it that the pies actually were fresh every day. A schedule of daily deliveries had been adhered to with reasonable consistency in the past. With so much emphasis on freshness it became necessary to carry out this daily delivery schedule with 100 per cent efficiency. Salesmen were carefully checked.

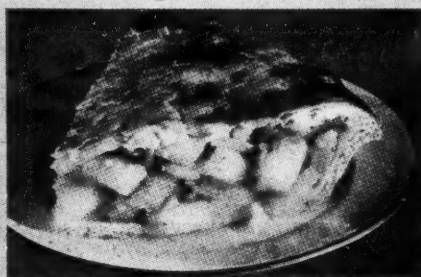
A holder on the top of the rack for a card announcing the weekly special has been mentioned. This card was prepared in two and three colors. To correspond with it were prepared large posters employing the same color scheme and the same message for delivery trucks. And, incidentally, as rapidly as feasible, the delivery trucks are being painted the same shade of green as the pie racks, and "Pie Bakeries of America, Inc." is being substituted for the name of the merged local company.

Window strips were also prepared. And these were purposely made rather small to fit in with the requirements of chain groceries. On the window strips, the price of the pies is given. As has been said, this is uniformly twenty-five cents, except that at Thanksgiving and Christmas we have a special mince pie with brandy in it that retails for fifty cents and a dollar and all special eleven-inch pies sell for seventy-five cents.

So much for the product and the merchandising helps prepared to go along with it. The workability of (Continued on page 472)

A favorite American dessert returns to all its traditional goodness

MRS. WAGNER'S Fresh Apple Pie



MRS. WAGNER'S SPECIALTY THIS WEEK

SLICE upon slice of juicy apples basking in their warm spicy syrup, swelling the tender crinkly pastry crusts to a luscious plumpness...

In New England one may find such real old-fashioned apple pie at modest little wayside inns... made with the same good things that go into Mrs. Wagner's fresh apple pie... fresh, sweet-ripened apples delicately spiced and sweetened with fine granulated sugar... pure, fresh shortening and the best of pastry flour to make the lightest pastry crusts. Little wonder that Mrs. Wagner's pies are

winning the place of home-baked pies. A host of women are finding them more than an easy-to-serve dessert... a delicious means of adding fresh fruit minerals to the diet, a wholesome dessert for youngsters and grown-ups alike.

You will find Mrs. Wagner's pies always temptingly fresh. They are delivered to your grocer and delicatessen, fresh-baked every single day.

Try one tonight... and you will have discovered a delicious solution to the dessert problem for many a day to come!



25c at your grocer!
Also at restaurants
Try Mrs. Wagner's other delicious pies:
Blackberry, Cherry,
Huckleberry,
Lemon



MRS. WAGNER'S PIES

What a "Mutual Merger" is Do

As told to James True

BY C. D.
GARRETSON

*President, Electric Hose & Rubber
Company, Wilmington,
Delaware*

IN this country the necessity of competitors joining together to reduce costs and to build up their industry in a manner beneficial to all has been slowly realized. In England, however, this year, my company has been successful in organizing what we may call a mutual merger, for want of a better name, which is giving our combination of independent selling interests about 95 per cent of the braided rubber hose business of Great Britain, with profits assured for all concerned and a substantial reduction in prices to the consumer.

Certain important phases of this organization are unique and I think they avoid all the detrimental effects of mergers as we know them here. For this reason I am sure that the same ideas could be adopted by other industries and applied to both foreign and domestic business. Our experience indicates that there are innumerable opportunities for American and foreign interests to combine, not only for the economic betterment and stability of their industries, but also to encourage world peace in a practical way.

For a number of years my company, through its own selling organization, has been distributing the products of our American plant in England and the British possessions. Last year we decided that our volume was sufficiently large to justify English manufacture, and this conclusion was encouraged by the law, effective last September in England, which requires the manufacturers of all foreign hose to see that their products are not only tagged with their source of origin, but also placarded in all places where they are exposed for sale.

This mandatory measure, which is practically impossible for American manufacturers to fulfill, is a costly detriment to our exports, and the campaign of advertising to encourage the purchase of British-made goods is

Important Problems being Solved

- Q 1.** Has given the companies 95 per cent of all the braided rubber hose business of Great Britain.
- Q 2.** Has circumvented price-cutting and assured a profit on all business.
- Q 3.** Is making possible selling in all British possessions under the advantageous duties allowed on British-made goods.

also effective. Then, in addition to those handicaps, the competitive conditions throughout the British possessions were about as demoralizing as they are in this country.

It is true that the English laws permit price agreements by competitors; but it should be emphasized that competition from Germany and European countries is a powerful regulator of agreed prices. For a number of years most American and English manufacturers of our lines have distributed in the British possessions under price agreements; but frequently there has been the manufacturer who would not agree because he felt that he must buy his way into the markets, and we have always had demoralizing price competition in our export fields.

A differential in prices also encouraged another form of price competition. Generally the prices on American rubber hose were higher in England. This enabled some of the large factors to buy their goods here in quantities, evade our cost of selling abroad, and then sell in English territories at lower prices.

While these facts were discouraging, we knew that we could make all forms of braided hose cheaper in England than in our Wilmington factory. No other American manufacturers have braided hose plants in England, and the British producers have not been happy in their manufacturing experience. We concluded that the handicaps were more than offset by the advantages; but we went

considerably further than merely establishing a manufacturing plant in England and eliminated all of the demoralizing features of our competition.

It has been our invariable policy in this country to offer our competitors the advantage of our methods and processes. Our company is the largest in the world devoted to the production of rubber hose exclusively, so far as we know, and in specializing we have developed numerous facilities and economies which we have given to our competitors. We have done this believing that it contributes to the health and progress of our industry, and for the reason that a manufacturing concern cannot progress profitably in an unhealthy industry.

Because this policy has been successful here we naturally followed it in our relations with our English competitors. Early in 1929 I went to London and called all of our English and American competitors together. The meeting was well attended and practically all of the braided hose volume of the Kingdom was represented. I frankly told those present that we proposed to manufacture in England, that it was our purpose to aid the entire industry in every manner possible, and that we wanted to adopt a plan that would not only lower costs but would also assure an adequate profit for every one of them.

Then I roughly outlined a proposition to our competitors to become our partners. Our manufacturing costs were lower than their costs, and I

ing for Our Industry in Britain

by this New Type of Foreign Merger

- ¶ 4. Has effected a reduction in price to the consumer amounting to approximately 20 per cent.
- ¶ 5. Has set certain standards of quality and protected those standards against cheapening.
- ¶ 6. Has overcome serious handicaps in meeting the requirements of English laws governing the sale of imported products.

proved to them that we could manufacture even cheaper in England than we could in the United States. I also offered to throw in our improved machinery and everything we had learned from a long experience of successful operation as originators of braided hose, and in originating many improved methods of production.

Our English competitors never had heard anything like this proposition, but it was obvious that the manufacturing costs of all could be reduced to a minimum by turning out their various brands under a system of concentrated production, since the plan would give everyone of them costs that were based on the combined volume of all.

At this meeting, our competitors were simply invited to join us, and to think the matter over. We did not attempt to sign them up, for the reason that we wanted them to work out the details of the plan. Then, too, we wanted them completely sold on the proposition.

Later in the year I found a suitable factory building at Watford, an attractive town about fifteen miles from London. This building had been constructed several years ago at a cost of 400,000 pounds sterling, and had never been used. For our purpose it was worth at least \$1,000,000; but we finally bought it for \$250,000—about one-eighth of its original cost.

At the next meeting of competitors, it was apparent that practically all were eager to join up. We promptly organized the British Moulded Hose

Co., Ltd., with the understanding that all braided hose sold by the owners was to be manufactured by the central plant at Watford, and that the contracts of the members with their company were to be for all time. Slightly less than one-half of the voting stock was offered to English manufacturers and American companies distributing in England. All prices paid by members to the company for their goods will be actual cost plus a reasonable profit, and all resale prices must be fixed by the participating companies and strictly maintained. The organization set-up is extremely simple, but it is effective. We now have as members all but one American company in England and one English manufacturer, and the company controls approximately 95 per cent of the English braided rubber hose business.

Besides the advantages already enumerated, the members of the company, including our own selling organization in England, are on a basis of equality as to prices, and their selling prices are the same as American prices. No longer will large operators be able to secure preferential prices in this country, and their cut-price competition is eliminated. Because of our low cost, we are able to meet or undersell all foreign competition, with manufacturing and distributing profits assured, and with a saving to the public of approximately 20 per cent.

Some of our friends who are conversant with the proposition have expressed the opinion that we have been

foolishly generous. They have pointed out that we could have put the factory into the pool at its value to the company, and thereby have made a large immediate profit for ourselves. According to their view, we should have taken this compensation for the advantages we have given our competitors in England. They also have commented on the fact that we could have established our factory for ourselves exclusively and forced most of our competitors out of the braided hose business.

However, we do not consider the merger a promotional enterprise, nor do we wish to make an immediate profit at the expense of the others. In putting the factory in at the price paid for it, we felt that we were merely keeping faith with our partners and doing our best to lay a solid financial foundation for the new company. It is true, that with our own factory, we could have secured a very large part of the hose business of England; but we would have encouraged cut-throat competition, the cheapening of quality and all of the other demoralizing results of competitive fighting for business. All of our partners make other commodities, and there is no doubt that a combative attitude on our part would have created serious and bitter retaliation.

Such an attitude would have been opposed to the policy that is responsible for our success in this country. While, for some years, it may have succeeded from a standpoint of profits to us, it would have been detrimental to the industry and, therefore, finally unprofitable for us in years to come.

As the proposition now stands, our partner-competitors in England are selling the products of the new company. Before the merger, our own company was selling about 20 per cent of the braided hose sold in England, and on this volume we made the entire manufacturing profit. Now we are making a manufacturing profit, in the form of assured dividends on our stock interest, on slightly more than half of about 95 per cent of the volume of braided hose manufactured in England.

So, even from an immediate profit standpoint we find our position somewhat improved, and when we consider certain selling advantages we are assured that our entire foreign business will be benefited. For instance, we

shall avoid the necessity of tagging and placarding all of our goods sold in England. We shall enjoy, with our competitors, all of the savings of concentrated production. Our European selling agencies will make the fixed profit for distribution, and in addition we shall have our share of manufacturing profits in the form of dividends.

Our selling organizations in all the British possessions will continue their work without interruption, and they will have the advantage of the preferential duties that the various countries allow on British-made goods. This will have the tendency to increase demand because it will enable them to quote lower prices for the benefit of the public.

Work Well Under Way

At the time of writing this article, the factory is rapidly being equipped with machinery bought in England and in the United States, and all of the members' equipment that is suitable has been bought for cash at inventory values. Raw materials have been contracted for, and English labor is being trained. All of our members and the authorities who are familiar with the details of our merger are unanimously agreed that we have solved the mass manufacturing problems of our industry, and that our estimates as to volume and costs are exceedingly conservative.

The only adverse criticism we have heard is to the effect that we have not brought about corresponding economies in selling and distributing, and I am glad that this point has been raised. After studying the innumerable problems of distribution for thirty years, I am convinced that combinations in restraint of selling efforts are generally unprofitable, and that mergers which are based on savings due to a drastic curtailment of selling expenses cannot succeed.

All of the economies in distribution with which I am familiar have been the result of individual initiative and cooperative effort. When all of the facts of our chain store development are disclosed, I am sure that we shall find that merely placing all of the factors of distribution under one management has little effect on distribution costs. One of the most successful variety chain operators in this country has made the public statement that his distribution costs are higher now with several hundred stores than they were when he operated but one store. And mergers of manufacturers have made little headway in reducing distribution costs by attempting to increase their volume and profits by giv-

ing salesmen a multiplicity of brands.

Of course, there is a loss when duplication of selling effort goes beyond a certain point; but in attempting to avoid it, a greater loss is likely to occur in the volume of business sold. Selling effort has a decided value in the creation of business, especially when the cut-price danger is eliminated and competition is active in evolving new merchandising methods. There is no doubt that slightly too much selling effort is less wasteful than too little.

We are working on the principle that if we reduce manufacturing costs to a minimum, fair competition will regulate selling effort and selling costs. In eliminating price-cutting and assuring a margin on which the goods can be profitably distributed, it follows that all members will be encouraged to increase their profits by economies in distributing and to build up their volumes by means of effective merchandising. Their brands will be protected, and the business they create will be permanently theirs, since the contracts of all members are perpetual and the company cannot compete with its selling organizations.

In overcoming the demoralizing effects of competition, and in uniting practically all of our competitors in England under a bond of common interests, we are confident that eventually our plan will materially contribute to world peace. Although we are only getting started, we are receiving many inquiries and a great deal of in-

terest has been expressed in this phase of our proposition on both sides of the Atlantic.

There is no doubt that many lines of merchandise can be manufactured and distributed abroad in similar ways and according to the principle we are employing. We are sure that the plan will be developed further, and that it will be promoted in other foreign countries. We expect to see it operating in many of the countries of the world within a few years, and wherever it is put into operation it will make friends and partners, instead of enemies, of foreign competitors.

When there is a network of profitable interests established between the manufacturers of our country, and the producers and distributors of the important countries of the world, in my opinion, war with any of the countries involved, will be impossible. The expectation of economic advantage has been the most important factor in promoting warfare, and when a community of interests is profitable to all concerned, there will be no incentive to seek advantage by a means that will destroy the source of profits. It will be impossible to promote a war between competitors who are partners in a commercially profitable partnership. Therefore, I know of nothing that will tend to promote peace to a greater degree than the development in many other industries of the proposition I have endeavored to outline here, and to which my company is unreservedly dedicated.

\$5,000 Check Underwrites a Million Dollars of Insurance

A SINGLE canceled claim check, photographed for the use of insurance agents, is credited with having been responsible for more than a million dollars' worth of life insurance in new policies, in Alaska and elsewhere.

For fifteen years the check, duplicated by the hundreds and left with prospects, with space on the reverse side for inquiry, has been working for the Northern Life Insurance Company, of Seattle.

The claim of John Joseph McTague, of Wrangell, Alaska, paid in full on his \$5,000 policy for the loss of sight, has been the means of selling many times this amount of insurance, George M. Jacobs, superintendent of the agency service, recently pointed out, in addressing a group of life insurance salesmen.

A sales talk has been built around

the check which has caused response in Alaska and in the Northwestern territory in and around Seattle. It is related to the man who says he does not need insurance, or who can visualize but slightly the possibility of sudden accident, how shortly after Mr. McTague secured his policy with the three-way coverage on life, accident and health, he met with an accident in the plant, where ammonia fumes destroyed the sight of both eyes.

With the \$5,000 from his policy, Mr. McTague went to a famous eye specialist, and an operation was performed which resulted in regained eyesight.

A part of the McTague incident is related on the reverse of the canceled check, which contains a word of thanks from McTague and his advice to the wavering prospect to "Do It Now."

U. S. Tires Completes New Sales Set-up; 1930 Campaign Biggest in History

Here is the first story of the complete selling and advertising plan to be carried out by the United States Rubber Company next year on United States tires. It tells of the basic changes made in the sales organization, how quotas were set and sales methods revised and how the company will cooperate with its dealers in advertising and merchandising.

BY L. M. SIMPSON

General Sales Manager, Tire Division, United States Rubber Company, Detroit

THE tire division of the United States Rubber Company has prepared a sales program for 1930 which is radically different in many respects from the programs of previous years and which, when carried through successfully, will probably make this the most important year in United States tire history.

The program provides for a new arrangement of territories for detailed quotas, for a plan of selective selling, for a new compensation plan, for elaborate sales helps, for new and better dealer helps and more of them, and for the most extensive and intensive advertising we have ever done.

As the success of the entire program depends upon how it is carried out by individual members of the sales organization, both at the factory and in the field, we have taken extreme care to acquaint them thoroughly with it and to make sure they follow it.

After a vast amount of reorganizing, rebuilding, improving plants and products, and planning had been accomplished by way of preparation, the program was first presented at a sales convention in Detroit late in October, and by November 1 every sales executive and sales representative in the country was fully acquainted with the ambitious plans for 1930. To facilitate the program of instruction, each of the thirty-two district sales offices was provided with a projector and a series of films that tell the complete story

in detail. Sales representatives are required to master the complete plan and throughout 1930, our entire sales organization, including district managers, will be required to answer questionnaires regarding this material.

The total volume of business which can and will be done in United States tires has been definitely determined by a thorough survey of the market.

After this national quota had been established, the country was divided into six sales regions, each under the direction of a regional manager of tire sales, and a quota for each region was set.

Each sales region in turn was divided into sales districts, each under a district manager of tire sales, and each district was assigned its proportionate share of the regional quota. Under the new set-up, there are thirty-two such sales districts.

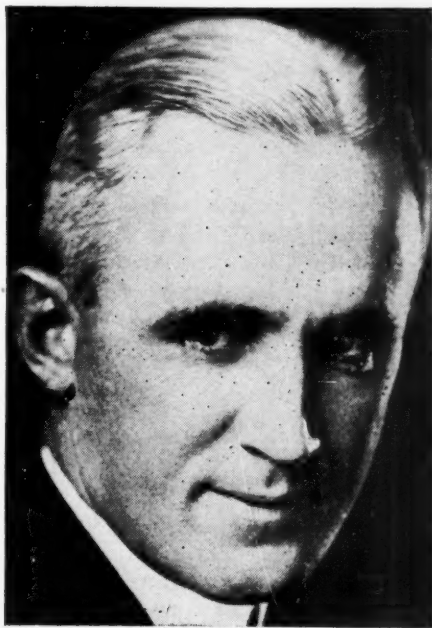
Each district was then further broken down into trading centers, each trading center having a registration of 1,000 or more cars was analyzed and a quota was set for it, and each field representative will be held responsible for securing the 1930 sales quotas allotted to trading areas in his territory.

These are not just ordinary sales quotas—something to shoot at—nor are they in any sense just hoped for business. Each forecast is the definite amount of business which we have determined to secure in each trading center, district and region.

Statistics reveal that approximately two-thirds of the tire business originates in the 3,000 cities and towns that have a car registration of 1,000 or over, while the other third is scattered among about 37,000 that have less than 1,000 registration, hence we are going to do some selective selling.

We sell through independent dealers and our success depends upon their success. Therefore, we have undertaken to assist our dealers more than ever before. We are going to assist them not only by furnishing abundant dealer helps of highest quality, but also by helping them solve every problem that confronts them, from selecting a suitable location to overcoming unethical competition.

To this end we have furnished each field representative a merchandising manual containing complete information regarding location and plans of super-service stations, store and office arrangement, merchandise storage and display, tire service facilities, tire repair departments, battery, brake, crank case, lubrication, gasoline and laundry services, interior and exterior displays, how to conduct special sales, how to advertise, how to keep records, how to



L. M. Simpson

train salesmen, and in general, how to develop business. Model service stations of different types and sizes are sketched, a blueprint is provided, and the cost of erecting is stated. Action photographs of all important departments and services are reproduced throughout.

Seventy pages of the manual, which is eleven by fifteen inches in size, are devoted to service stations and how to operate them at a profit. Then another thirty-four pages are devoted to a presentation of our 1930 factory advertising campaign, which will be the largest in U. S. Tire history.

During the second half of 1929 there was a marked change in our advertising policy and a new style of forceful, persuasive appeal was adopted and used in a comparatively extensive campaign, but one which was really small when compared with this.

The 1930 advertising campaign has been thoroughly and definitely planned and the field representatives were prepared to explain it in detail to their customers and prospects as early as November.

Magazine Advertising

During 1930 we will run full pages, in four colors, in a group of magazines of general circulation reaching some 8,500,000 homes, and in another group of class magazines having combined circulation of about 275,000.

The farm field will be covered in a much more complete program than ever before by means of twenty-two farm papers having a combined circulation of 4,750,000.

In addition to this broad national campaign, we will use large space in the metropolitan newspapers in all principal cities. This campaign will thoroughly cover the nation and every dealer in the country will feel its influence in his own sales.

We will use several thousand outdoor posters during several months of 1930.

Special pages of the merchandising manual enable each field representative to tell his dealers the amount of this national advertising which goes into each district. For instance, in one district national magazine advertising will reach 236,476 homes, newspaper advertising will reach 177,754, farm paper advertising will reach 157,171, and 876 poster panels will be used in this district during May, June, July and August.

In addition, we will advertise regularly in the leading aeronautical and trade magazines and our bicycle advertising will appear in the popular boys' magazines.

All of the above program is the

company's own advertising, for which it bears the entire expense to build up a preference for U. S. tires and to bring sales to its dealers.

This, however, is only one part of the advertising support which we are giving U. S. Tire dealers in 1930.

The tire dealer who does the best advertising job in his own locality invariably is the most successful. We expect U. S. Tire dealers to be outstandingly successful, hence they should advertise their prices, services and specials regularly in their own local papers or on poster panels or both. They should use direct-mail, they should conduct special selling events at intervals, and in general, they should advertise and merchandise so aggressively that motorists will naturally seek them out for tire replacements and service. They should have attention-arresting signs on their buildings and attractive displays in their windows.

We have determined that U. S. Tire dealers this year will be the best advertised tire merchants in their locality and in order to insure this, we have provided a controlled fifty-fifty advertising plan which will provide each dealer with the proper advertising support. The dealer is asked to appropriate a certain percentage of his sales for advertising and we match that appropriation. In addition, we propose to bear the entire cost of newspaper mats and cuts, supply outdoor posters free, prepare all advertising, furnish the necessary art work, order the advertising and check and pay all bills.

Dealer Cooperation

All the dealer has to do is furnish the newspaper the prices and his signature cut. Our agency prepares the copy and sends it direct to the newspaper, at the same time furnishing a proof to the dealer. The advertisements are available in three sizes to fit the requirements of different dealers.

Every three months our field representatives are furnished a portfolio of this fifty-fifty advertising for the following quarter, presenting the actual advertisements to be used, grouping them by subjects and occasions, and providing a thumb index for ready reference. Included also in this portfolio are reproductions, in color, of window display material, outdoor posters, post cards, mailing pieces and catalogs, all of which are available to the dealer.

There is an outdoor poster and a window display for each month. For the dealer who wishes to use direct mail, there are folder and mailing-card campaigns on each of our several

kinds of tires and there is a regular mail order catalog for those who desire to use it.

Even special sale events have not been overlooked, for we have prepared special sale advertisements, window streamers, hand bills and other equipment for the occasion.

Finally, we have provided a special plan whereby it is made easy for the dealer to pay his share of the cost for space.

As a further service to dealers we are prepared to furnish them a long list of miscellaneous supplies at cost or nominal charge: such things as electric signs, advertising blotters, stationery, shipping and repair tags, statements, bills, a complete line of standard display fixtures and materials, and a carefully selected assortment of novelties.

Our sales plan has been revised completely. The old methods of selling no longer are satisfactory. Our representatives in the field must be more than salesmen, hence we have quit calling them salesmen at all. They are field representatives. If they measure up to the new high standards which we have set for them, they will be merchandise men, rather than salesmen.

Counselor Salesmen

They must be able to act as counselors on any dealer problem. They must be able to select the best dealers, then teach those dealers to be better merchants. They not only must work, but they must work intelligently. For these reasons, we require them to study and familiarize themselves thoroughly with the merchandise manual and the fifty-fifty advertising portfolio described above, we require them to answer questionnaires on the former during the course of the year and we hold them responsible for having both presentations in their possession at all times.

Our representatives will no longer ramble around their territory at random; they will be definitely routed into the most profitable territories and their activities will be closely supervised. Much of the promotional work will be done direct from the factory.

A new compensation plan for field representatives will be introduced January 1. This plan incorporates the latest and best thought of leading authorities on the subject and is one which, we believe, will prove as nearly ideal for everyone concerned as any such plan can be. The details have not all been completed yet, but the plan will be ready by January 1.

We are convinced that 1930 is going to be the most important year in United States Tire history.

A. N. A. Members to Spend \$20,000,000 More in 1930

NATIONAL advertisers will spend \$20,000,000 more in advertising in 1930 than they did in 1929, according to a statement presented Thursday, December 5, at the meeting of business leaders with President Hoover under the auspices of the Chamber of Commerce of the United States. The total money to be spent by members of the Association of National Advertisers comprising 291 of the country's largest and leading national advertisers was over \$186,000,000 in 1929.

The Association of National Advertisers, through its president, Bernard Lichtenberg, who is attending the conference in Washington, wired its 291 members asking them whether their appropriations for the next year would be larger or smaller than the amount expended this year and by what percentage. Out of 251 who replied by wire 136 report that their 1930 appropriation will be increased over that of 1929 and that the percentage of increase will vary from 5 per cent to 300 per cent.

Lichtenberg's Statement

Mr. Lichtenberg's statement in full follows:

"On behalf of the Association of National Advertisers, as its president, it is my pleasure to submit to you the following report on business conditions in this country reported by national advertisers who are members of the association, as you requested the association to do in your letter of November 27.

"First, let me explain the exact nature of this association, so that I may thereby put you in a position to evaluate the information which we have obtained for you.

"This association was created twenty years ago, not for the purpose of increasing the amount of advertising done in this country, but for the purpose of bringing about greater effectiveness and economy in advertising, selling and distribution. Its present membership is made up of 291 of the country's largest and leading national advertisers. Its membership embraces practically all types of industry.

"In your letter of November 27 you

ask for information on two specific questions, namely:

- (1) Information on the present business situation, and
- (2) The prospects for the next six months, in comparison with the corresponding period of this year.

"On the first question: We asked our entire membership to inform us of effect of the unusual stock market situation on their sales volume. We have heard from 257 of the 291 national advertisers represented in this organization on this question.

Effect of Stock Market

"An analysis of their replies indicates these facts:

- 63% report no change in sales volume.
- 28% report decrease in sales volume.
- 9% report increased sales volume.

"On your second question in which you ask for prospects for the next six months:

"It seemed to us that the best answer to this question would be authentic information on the size of advertising appropriations of the leading national advertisers in this country. Their advertising appropriations are barometers of their opinions of the future. Generally speaking, it is the custom of the large national advertiser to make his appropriation for a year in advance. Our questions, therefore, had to concern themselves with the entire year of 1930 instead of with the first six months.

"We have, therefore, asked our entire membership to report to us on the following questions:

- (1) Will your appropriation for the next year be larger or smaller than the amount expended this year?
- (2) What will be the percentage of increase or decrease?

"On these two questions we have heard from 257 of our 291 membership. Of this number, 85 have indicated that their 1930 appropriation

will remain as it was in 1929, and 136 have reported that their 1930 appropriation will be increased over their 1929 appropriation. The percentage of increase varies from 5 per cent to 300 per cent.

"On the other side of the picture: It has been plainly indicated by 19 members that their 1930 appropriation will be smaller than their 1929. Decreases run from 2 to 37½ per cent. The remaining number of the 257 members, who have replied, namely, 17, indicate that their 1930 appropriations have not yet been decided. Only in a small number of cases is the reason for indecision ascribed to present business conditions.

"It is our estimate that the total advertising expenditure for 1929 of the 240 companies which have decided upon their appropriation for 1930 was in excess of \$186,000,000. It is our estimate that the total appropriation of this same number of companies for 1930 will be slightly in excess of \$206,000,000. In other words, the indication is plain, from these estimates, that the total advertising appropriations of these 240 national advertisers will exceed their total advertising appropriations for 1929 by more than \$20,000,000. This means that the total advertising appropriation for these 240 national advertisers for next year is about 11 per cent greater than in 1929.

Other Indications

"Thus far, we have given you the high lights of this study. We are now going to report to you on certain other indications that have been plainly evident to us from the information that our members have given us.

"In the majority of cases, businesses which are greatly increasing advertising are businesses which are making products sold in small units, such as food, wearing apparel, toilet goods, etc. In other words, businesses that are close to the consumer.

"Businesses which are undecided on their future appropriations, and businesses which have decreased their 1930 appropriations, in the majority of cases, are businesses selling large

unit products, such as building material equipment, household products, etc.

"A small number of manufacturers in the building material and machinery fields have increased their appropriations in the belief that easier money and President Hoover's program for increased construction work

will benefit their industries.

"From this information, it seems evident that President Hoover has correctly diagnosed the business situation when he urged the speeding up of all government and all private building and other construction projects.

"Finally, it is my desire to report

that our members have very clearly and forcibly expressed themselves as being in favor of the calling of this conference by President Hoover, not only in words, but by their action in replying in such large numbers, and so promptly, to our request to them for the information on which this report is based."

Chrysler Auto Agents to Handle Grebe Radio; National Tie-up Seen

A NATIONAL sales tie-up and probably a merger between the Chrysler Corporation and A. H. Grebe & Company, Inc., radio manufacturers, under which the Chrysler dealer and distributor organization would take over the entire sales of Grebe products, will be effected soon, SALES MANAGEMENT learned this week.

The action by Chrysler follows closely upon the establishment of General Motors Radio Corporation in conjunction with the Radio Corporation of America and its associated groups.

The first step in the Chrysler-Grebe combination has just been taken with the establishment by Bishop, McCormick & Bishop, of New York, one of the largest automobile sales agencies in the United States, now handling Dodge cars for Chrysler, of a radio sales division. This agency has just signed a large contract with

Grebe. In addition to the Grebe radio, Bishop, McCormick & Bishop are offering the Transitone radio for use in automobiles.

A spokesman for the companies identified with the contract pointed out that alliances in merchandising activities between the radio manufacturer and the automobile dealer "represented a natural development of both industries—each supplementing the other in sales and service facilities."

The handling of radio in automobile showrooms, it is pointed out, bridges a sales gap that has proved troublesome to both industries. Peak sales of automobiles come in the spring and summer, of radios in the fall and winter. This alliance of the two industries through a central distributing and sales organization should help to reduce considerably a slack season for both, explained C. M. Bishop, general manager of Bishop, McCormick & Bishop. Automobile Row centers, located in each of the large cities, it is believed, will soon become Radio Row as well.

Emphasis is placed on the service ability of automobile dealers. In both industries, it is pointed out, the service factor is important. Although modern receivers are practically "fool-proof" and need little attention, many difficulties still result from tube mishaps. An inspection of an installation now and then, when assured, would be a forceful appeal to a prospect anxious for his first or a new receiver.

The Grebe Company is one of the oldest and most stable in the radio industry. The Chrysler Corporation, four years old, is the third largest motor car manufacturer and the second largest six-cylinder car manufacturer in the country—selling its Chrysler, Dodge, De Soto and Plymouth motor cars and Fargo trucks through some 5,000 dealers.



Walter P. Chrysler

"Wage Arbitration" of Value to Union Employers

Efficient management includes consideration of problems of labor and wages. Interruption of productivity inevitably follows unsettlement of personnel due to wage disputes. In "Wage Arbitration" (Selected Cases, 1920-1924) (The Macmillan Co., \$2.00), George Soule presents a number of selected cases of wage arbitrations between unions and employers, covering the post-war period of deflation and recovery by the presentation of cases in such industries as meat packing, railroads, printing and women's garments.

The handling of labor's "wage principle," based on productivity, is shown in specific controversies, and the arguments on both sides as well as the decisions are given. Cost and standards of living, profits and ability to pay, relation of wages to price, etc., are among the considerations treated.

The author's introduction is given to a study of the nature and function of labor arbitration, including suggestive comments on the several series of cases considered in the volume. The work involved in compiling voluminous pertinent data was no small task and the author has succeeded in "building" a book that is interesting, informative and valuable. Employers will find this volume worth while.



A. H. Grebe

Trade Commission-Four A Case Nears Decision in Washington

AFTER two hearings on motions and a procedure failing to result in a stipulation, the Federal Trade Commission's case against the American Association of Advertising Agencies and four other associations reached its final argument last week. No other action ever brought by the commission has attracted so much attention in the publishing industry or caused more discussion by the trade press.

Other respondents are the American Newspaper Publishers' Association, Southern Newspaper Publishers' Association, Six Point League, New York, and American Press Association. The case involves:

(1) Alleged agreements upon a minimum rate of commission to be received by advertising agencies, with provision that agencies shall not do business with advertisers at figures lower than this rate.

(2) Alleged refusal by publishers' associations to "recognize" advertising agencies sharing with the advertiser any part of the commission paid to "recognized" agencies, or to permit the commission received by "recognized" advertising agencies to be paid to agencies sharing with the advertiser.

(3) Rights of advertisers and publishers to do advertising business on a market free of artificial regulation of commissions.

Burr Reviews Case

Eugene W. Burr, attorney for the commission, reviewed evidence to prove that the respondents had conspired to force the standard commission of 15 per cent on all advertisers, preventing those who desired to do so to place advertisements direct and save the agency commission. He pointed out that this compelled the direct advertiser to pay for a service he did not want.

"What these people want," he said, "is a non-legislative franchise to handle the advertising business of the country. It is as if they declared that all advertisers must pay them a commission. Some huge selling organization might as well claim it had a right to charge every manufacturer a commission, whether it actually sold anything for him, or whether he wanted the service. What they want, and

what they have in effect, is a monopoly."

The A. A. A. A., he alleged, is trying to maintain a monopoly and has admitted that it wants a franchise, while the A. N. P. A. and S. N. P. A., with warning and recognition lists, are cooperating in a campaign leading to a complete monopoly.

An advertising agency recognized by the A. N. P. A., he explained, is recognized throughout the publishing industry. An unrecognized agent must establish credit with each publisher and has a hard time of it. Some publishers stand by the A. N. P. A. and do not recognize outsiders, refusing both credit and commission to unrecognized agencies. This, he claimed, is an efficient means of preventing price competition among agencies.

Interstate Commerce?

"There is no question that goods of the direct advertisers circulate freely. The advertisements, after publication, circulate freely; but if you do not issue a complaint you will allow these respondents to regulate the circulation of advertising and, at the same time, place an extra burden upon a large part of it." Mr. Burr declared, as to interstate commerce relations: "They say that the direct advertiser cannot conduct his own business. Their proposition has nothing to do with the distribution of goods; but they might as well say that the direct advertiser must distribute his goods their way."

Mr. Burr attempted to show that because advertising influences and actually sells goods it is just as definitely interstate commerce as selling goods by salesmen. He cited a case to show that selling by salesmen has been held by the Supreme Court to be a part of interstate commerce, and concluded that advertising was more markedly so, since it required the delivery of type parts, copy and other material.

Counsel for the A. A. A. A. explained the commission paid to agencies by the publishers was inherent in the business and was a common practice many years before his association was organized. In 1917, he said, his association merely accepted the best

of established practices, and that it was clearly shown that the commission was paid by the publishers for the reason that the agencies developed the advertising business to an extent that would be impossible without their service.

The publishers early recognized the value of this service, he continued, and set up their own standards long before the organization of any association in the field. He then explained that not all papers pay the standard commission, but elect to pay 10 or 12 per cent, and that practically all publishers had voted that the agencies should retain all of the commission paid, which is never more than 3½ per cent net.

The A. A. A. A. counsel said that the direct advertisers who claimed the right to the commission ranged between twenty and sixty advertisers, largely in the medical field, and some publishers had accepted their advertising under an agreement to pay them the agent's commission. This fact, he held, showed that there was no restriction on the advertisers, and he declared that since the formation of the A. A. A. A. no evidence had been produced to show that any agreement existed to restrict the business of any advertiser. He explained that agents outside of the organization, including one of the largest in the country, handled millions of dollars' worth of business every year, and that neither the commission nor any other factor of the business was controlled in any way.

Price Competition Sources

Counsel pointed out two sources of price competition. One, the agency commission, he said, had reached fair uniformity before the case, and publishers always had insisted that it was for service and should not be used for dishonest purposes. The other, he explained, was for advance work, such as investigations, various materials and reports, and that in this field the competition is both severe and uncontrolled.

He declared that there was an agreement against nothing, except that respondents would not rebate a fee paid for a definite service and a

(Continued on page 464)

Goodrich Dramatizes Performance in 30,000-Mile Silver Fleet Tour

BY LAWRENCE M. HUGHES

IN demonstration of the belief that the best way to sell a product is to show what it can do, and that the best way to advertise a product is to present it in terms of performance, the B. F. Goodrich Rubber Company began, last January 22, a nation-wide tour by fifteen different makes of cars, grouped together and painted alike, as the Silver Fleet.

This fleet has recently completed a bi-transcontinental tour, covering 30,112 miles through forty-six states, Mexico and Canada.

During the tour the fleet encountered almost every obstacle American roads can produce. It arrived at its starting point, in New York, without a major tire failure and with data books, analysis of which promises to reveal many little-known facts on tire stamina. A total of 1,866,944 tire miles were covered by the sixty stock Goodrich tires used.

The tour cost \$150,000, exclusive of advertising. The initial cost or purchase price of the cars was \$26,000 and the operating costs, exclusive of advertising, averaged \$14,000 a month, or a total of \$126,000.

A chart of the advertising used showed that 107 cooperative campaigns of four advertisements, each of 1,120 lines, were released to a total circulation of 10,499,788 at a total cost of \$41,374. These campaigns represented a lineage of 479,360. Seventy-nine national newspaper campaigns of two 1,120-line advertisements carried the message to a circulation of 31,493,664 at a total cost of \$72,348.18. The total lineage was 176,960. Double-page spreads were used in the *Saturday Evening Post*, *Time*, *Liberty*, *American Magazine*, *Christian Herald* and *Red Book*, at a cost of approximately \$400,000.

A total of 1,376 car agents handling cars in the fleet used tie-in advertising in cities and towns through which the fleet passed, their space averaging 140 lines and totaling approximately 192,640 lines. Of

these, 3,075 car agents displayed the car they handled in their showrooms during the fleet visit.

The fleet, Goodrich executives believe, accomplished four definite purposes:

It furnished a factual theme for the Goodrich advertising campaign.

It was the subject for widespread local and national publicity, news of its activities appearing in about 1,480 newspapers.

It influenced the dealer organizations to "dress up" their organizations, display stock to better advantage and clean up generally.

It formed a closer bond between the Goodrich salesmen, branch managers and others with dealer organizations throughout the country.

In charge of Lieut. H. R. Schaeffer, a naval reserve officer, and nineteen college graduate pilots and staff members, the fleet visited 210 major cities and thousands of smaller towns.

Virtually every large city visited was the scene of a demonstration by the pilots, who showed onlookers how they checked the tires daily to guard against under and overinflation and other common causes of tire ills. In addition, the brakes and other equipment affecting tire wear were checked at all times. The fact that the tour was finished without a major tire failure and that all of the six-ply

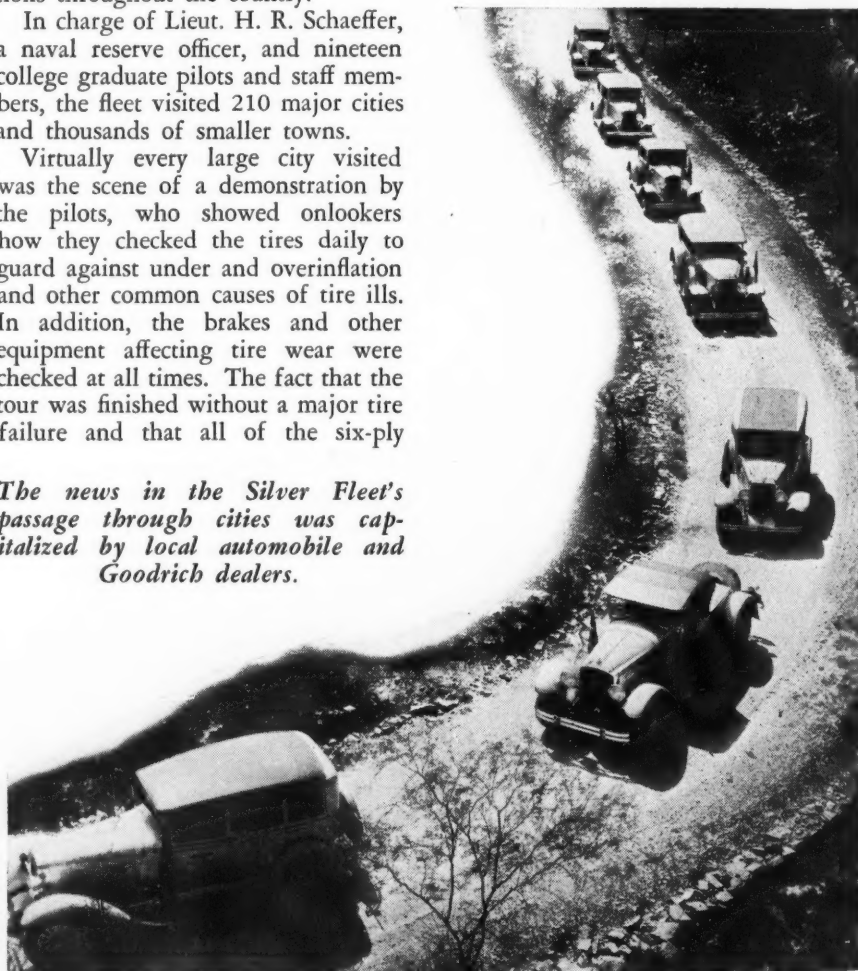
The news in the Silver Fleet's passage through cities was capitalized by local automobile and Goodrich dealers.

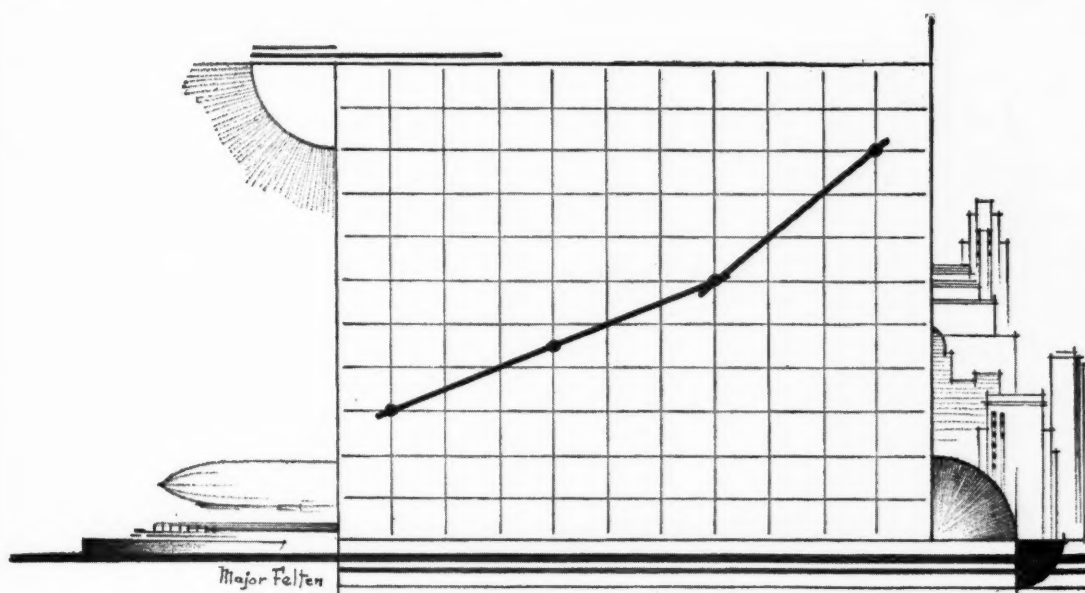
and De Luxe tires completed it demonstrated, in the minds of Goodrich officials, that motorists can obtain far more than the present mileage average by following the advice of the manufacturer and exercising reasonable care in tire maintenance.

It also gathered data which were used as the basis for the Goodrich Safety Code, now being sponsored by the company for national adoption. Traveling on all types of roads and under all weather conditions, Mr. Schaeffer and his men observed a wide variety of traffic conditions and made mental note of many necessary traffic rules. The Goodrich Code advocates, among other things, the periodical inspection of all automobiles to determine the efficiency of brakes and other safety gear.

Commenting on the tour, P. J. Kelly, advertising manager of the Goodrich company, said:

"The Silver Fleet has very definitely established the value of news advertising. By spending approximately \$150,000 of its advertising appropriation to create news for its national copy, the company has been able to bring into the tire advertising field something beyond unsupported superlatives dressed up in a flash of color."





Over the past ten years our growth in advertising volume has been like that...tripling in the period...We think this means...

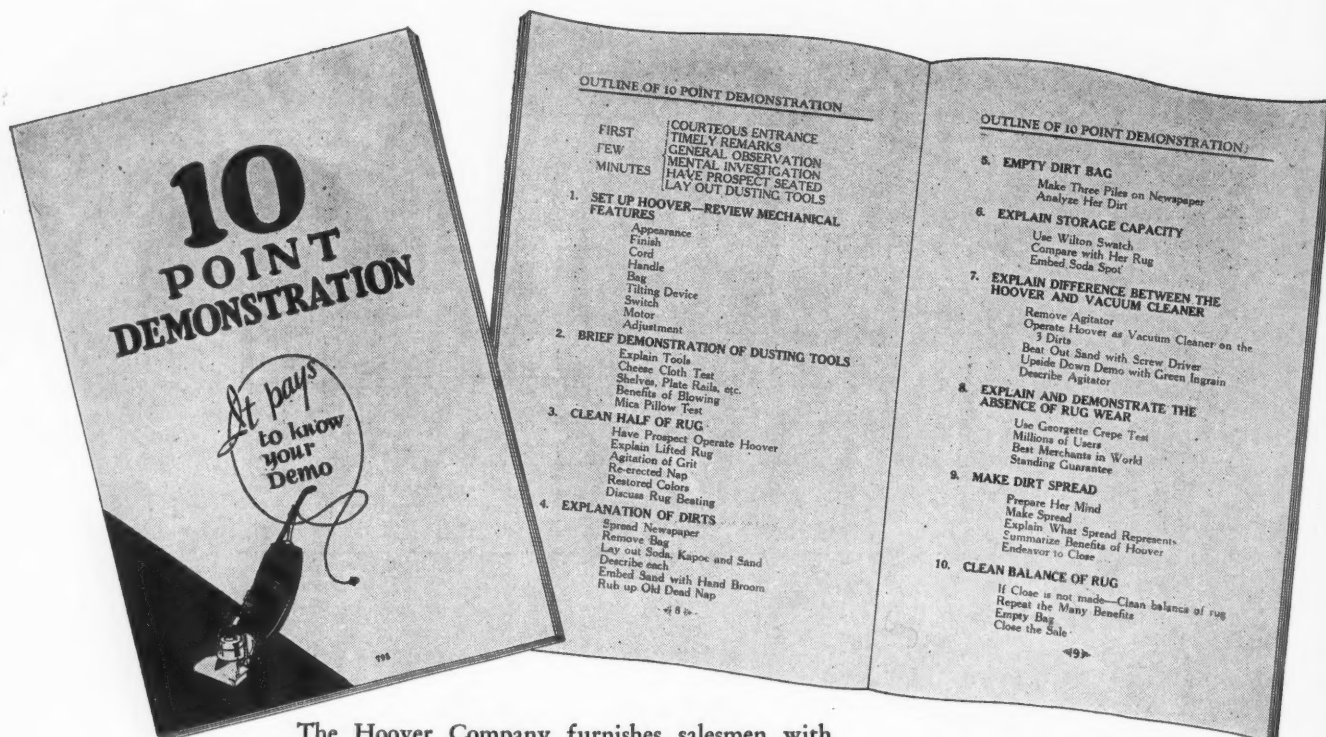
the application of sound principles to advertising, a personnel that knows how to apply these principles, a form of organization that is basically sound, and client satisfaction with the results. Over a long period, agency growth is a pretty good indication of dependability and service.

THE H. K.

McCann COMPANY
ADVERTISING



NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • LOS ANGELES
SEATTLE • DENVER • MONTREAL • TORONTO • LONDON • PARIS • FRANKFORT, O. M.



The Hoover Company furnishes salesmen with a special manual which details every step of their complete standardized presentation.

How to Plan and Use a Standard Sales Presentation

MANY salesmen object to using a standard sales presentation because they feel it stifles their own personality and makes them "parrot" their sales talk in a way that does not carry conviction to the prospect and cramps their style.

This is especially true when salesmen are required to follow a standard sales presentation faithfully and are not permitted to inject their own personality into that presentation. Because this fact has been recognized to have considerable justice, practically all sales managers who have standard sales presentations permit their salesmen to use these presentations as they see fit, after they have first memorized them and passed an examination.

For many years the National Cash Register Company has been held up as the standard example of the profit possibilities of standard sales presentations. N. C. R. salesmen, for the first years during which their company used a standard sales presentation, were required to follow the talk in detail, and were not permitted to make any deviation. There was a great deal of objection to this ruling on the part

The last of a group of three articles

BY R. C. HAY

of N. C. R. salesmen, nevertheless, it was enforced until the manager of one of their largest branches deliberately permitted his salesmen to sell as they pleased, provided that they first had passed an examination on the standard sales talk. The results obtained by this branch office were so amazing that the head office investigated the situation, and after they found what fine results came from allowing salesmen to apply the standard sales presentation according to their own personality and type of speech, the entire organization was permitted to sell in this manner.

Later, T. J. Watson, then president of the Computing, Tabulating and Recording Company, now the International Business Machines Corporation, in a talk given before the New York Sales Managers' Club, made this statement:

"The National Cash Register Company, when its salesmen were required to handle their selling with an absolutely uniform method of approach,

etc., had a result of only 26 per cent from their new men, that is a turnover of 74 per cent in their salesmen.

"When a salesman was allowed to use the standard form, but inject his own personality and his own words,—in other words, make it his own approach—the percentage of successful salesmen went up to 78 per cent or a turnover of only 22 per cent."

As a further indication of the attitude of the National Cash Register Company on the use of the standard sales presentation at the present time, G. E. Irving, of the sales educational division, says:

"The principal excuse offered by salesmen for not wanting to learn it is that it stifles personality. We insist that, on the contrary, it develops the salesman's personality. When we went to school we learned the multiplication tables in their entirety, but now when we want to know how much six times eight is we do not have to run through the entire table; we know instantly that it is forty-eight. On the same principle, by knowing this approach and demonstration the salesman is fortified with a sound and complete presentation.



Kimberly-Clark Corporation
Manufacturers of Rotoplate, Hyloplate, Prinoplate, Serroplate
Perfect Papers for Rotogravure Printing

The Picture Tells the Story

Whether your story be the wholesomeness of food products, the richness of silver, or the appeal of refined accessories — rotogravure will tell your story by reproducing photographs perfectly. "A picture is worth ten thousand words."

Here You See It Done

**Kimberly-Clark
Corporation**

ESTABLISHED 1872

NEENAH, WIS.

New York

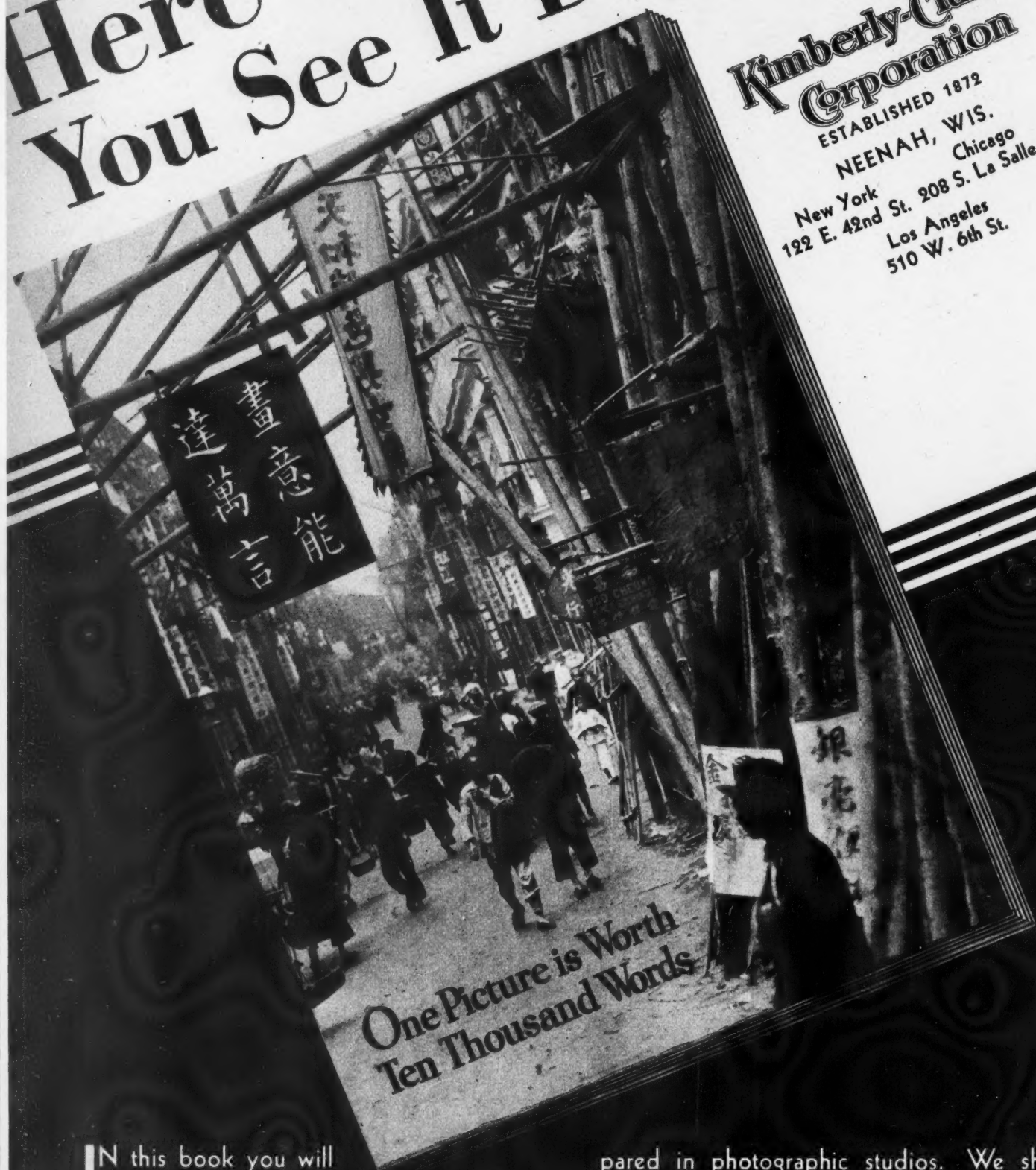
192 E. 42nd St.

Chicago

208 S. La Salle St.

Los Angeles

510 W. 6th St.



IN this book you will see sixty-four applications of rotogravure in advertising illustrations of products ranging from matches to rubber boots, from flashlights to necklaces . . . Furthermore, you will see how good rotogravure art copy is pre-

pared in photographic studios. We shall say no more but let each page tell its ten thousand word story to you. The book is free. Send for it. Please address requests for this book to Rotogravure Development Department, Kimberly-Clark Corporation, 208 So. La Salle Street, Chicago, Illinois.

If he is a real salesman his selling sense will tell him how much or how little of it he should use in each particular case, also the order of presentation. We have in the neighborhood of 3,000 salesmen, and work on the basis that we want our own message and not the diversified messages of these 3,000 salesmen delivered to the prospects for our various devices.

"This is why our management requires every selling representative to know our standard approach and demonstration. As an evidence that the plan pays, 48 per cent of all salesmen trained in our sales school during the past six years are now in our ranks."

Another company which has secured excellent results from the use of a standard sales presentation is the Copeland Sales Company, manufacturers of Copeland Electric Refrigeration.

W. D. McElhinney, vice-president in charge of sales of the Copeland Sales Company, says on this point:

"We deem set sales talks imperative in a selling organization. Such talks can be made a very fine presentation of the subject. If used by all salesmen, they know and the management knows that the product is being presented in the right way. It places the new, inexperienced man on an even footing with the oldest man in the organization as far as the actual presentation of the product is concerned, and he is not starting under nearly so great a handicap as he would be without a set talk."

Gives a Definite Story

An interesting comment on this point is made by C. A. J. Hadley, sales promotion manager of the Marmon Motor Car Company, who says:

"The greatest advantage of a standard sales presentation, as we see it, is that it enables the salesman to have a definite story to tell each prospect that he contacts. In addition, it enables the new salesman coming into the organization to school himself in the fundamental talking points of the product. That has been our thought in designing our easel stand and everything else our salesmen use."

One of the best ways to get a sales organization to learn a new demonstration is first to have the key man in the organization learn the demonstration. The Frigidaire Corporation follows this method with great success, and in some of their organizations all salesmen are compelled to learn the demonstration. Sometimes prizes are offered for the best presentation. All newcomers in the Frigid-

aire organization are required to learn the standard demonstration.

The standard sales demonstration has particular value for new salesmen. C. J. Wright, advertising manager of the Felt & Tarrant Manufacturing Company, expresses this point in an interesting way when he says:

"While our new salesmen are drilled in the standardized methods of approach, it is recognized that no such presentation can be followed without variation. At the same time, it seems obvious to us that a young salesman going out to meet and talk to prospects must have something to say. He can, at least, open the interview with the standard approach, and, if the prospect interrupts with questions, it gives him an opportunity to get his bearings and overcome embarrassment he may feel in his early interview."

Provides Better Knowledge

However, the value of a standard sales demonstration is not limited to its value to new salesmen. It can be especially valuable as a means of bringing to older and more experienced salesmen the best selling arguments from wherever they may be found in the organization. It is perfectly obvious that no two salesmen get the same results. Part of this difference is due to differences in personality. Part of it is due to differences in territory. But part of it is due to better grasp of the important selling arguments for his product or services by the leading salesman; better knowledge of how to meet and answer objections, better ways of handling the approach, the demonstration and the close. Why is it not good business to bring the methods of the most successful salesmen on the approach, the demonstration and close, to every man in the organization in order that each man may have access to the best arguments that have been found for the product or service?

Several years ago a member of the general sales department of the American Radiator Company was traveling with a salesman in Wisconsin at a time when that salesman was introducing a new product, the Ideal Vecto Heater. This executive had already traveled with other salesmen selling the same product, which had many fine selling points.

The Wisconsin salesman at first was not very sure of his selling presentation on this product. As the executive listened to his sales presentation he was able to suggest arguments and methods of meeting objections which the executive had heard used with success by the salesmen in other territories. Before the trip was finished the Wisconsin

salesman had developed a very effective presentation on this product.

This is all that a standard sales presentation aims to do:

1. Bring to each salesman the best selling points and selling arguments as developed anywhere in the sales organization.

2. Establish a sequence for the sales talk which will effectively forestall any objections that would normally be raised, which will develop the argument for the product or service in a logical way, and which will give the salesman some definite ideas for presenting the product, which he can then phrase in his own words.

3. Give the salesman a track to run on for his sales talk.

No intelligent salesman could possibly object to this kind of help, especially when he realizes that the standard sales presentation is based on the methods found successful by hundreds of other salesmen, and that by using such a presentation he will be able to increase his own salary.

Many manufacturers have developed standard sales presentations which they put before their dealers as sound and successful methods of selling the product. Almost no organizations require dealers to follow a standard presentation in detail, except when the manufacturer has his own dealer organization, in which case it is practically a manufacturers' organization, and, as such, salesmen can be required to learn a standard presentation.

Standard Group of Ideas

Sedley Brown, sales promotion manager of the Hudson Motor Car Company, in discussing the use of a standard sales presentation by dealers, says:

"We believe that every retail salesman should have memorized the standard sales presentation, whether he uses it as such or not depends entirely upon his own wishes in the matter. We do believe, however, that this policy insures the salesman knowing the important features of the product and the service, and at least gives him a standard group of ideas that he may present in his own words through the screen of his own personality if he sees fit."

When a manufacturer does not have control of his dealers in such a manner that he can require them to learn a standard sales demonstration, he is up against a problem which is well expressed by J. E. Fields, vice-president in charge of sales of the Chrysler Sales Corporation, who says:

"We naturally offer the dealer helpful suggestions, but do not enforce

(Continued on page 478)

When a Seller Is Not Liable for Delayed Delivery

BROADLY speaking, a seller may rightfully delay shipment of merchandise under the following circumstances: (1) when the purchaser consents to the delay; (2) when the purchaser authorizes a change in the original agreement which necessitates a delay in delivery; (3) when the purchaser fails to fulfill his assumed obligations preceding the date for delivery; (4) when the purchaser agrees to accept the delayed shipment; (5) when an event, specified in the contract, occurs which terminates the obligations, provided such occurrence actually is mutually agreed upon by the contracting parties and is not a mere printed notification on the contract form.

Probably one of the most common sources of litigation, involving delayed shipments, results from a purchaser impliedly or expressly requesting the seller to postpone the original shipping date. It is important to know that, while a seller may refuse to accommodate a buyer who requests a change in the original shipping date, yet a supplementary agreement to delay the delivery is valid and enforceable. Moreover, where both the buyer and seller agree to postpone delivery until shipment is requested by the former, this uncertain agreement is governed by the same rules of the law which regulate similar ambiguous clauses in contracts, and is equivalent to the seller entering into a supplementary contract to delay the shipment a "reasonable" period while awaiting shipping instruction.

If the purchaser fails within a reasonable time to instruct the seller to deliver the merchandise, the latter is privileged to make the shipment in face of protests of the buyer, who is legally bound to accept delivery and pay the agreed price specified in the original contract.

Another common source of litigation arises where the seller, upon request of the buyer, consents to delay delivery without definitely postponing the shipping date and for some reason the seller finds it impossible to make the delivery when demanded by the purchaser to do so.

One of the most common sources of litigation between buyers and sellers arises out of the seller's inability to deliver goods at the time specified in the original contract. This article outlines a number of such cases which have been through the courts, pointing out when the seller is liable for damages and when he is not.

BY LEO T. PARKER

Member, the Ohio Bar

The rule of the law controlling such controversies is that the seller is not liable for failure to make immediate delivery, but he must make the shipment within a reasonable time after receiving information that the buyer requires delivery.

It is also well established that when the original shipping date is postponed upon request of the purchaser, the contract price remains unaltered. Moreover, if the seller is compelled to file suit to enforce the contract, the amount of damages allowable is based upon the purchase price specified in the original contract, irrespective of the changed market price of the commodity.

The law implies that a purchaser consents to an extension of the time for delivery when he authorizes the seller to change the specifications of specially manufactured merchandise.

For example, in *Parish Manufacturing Corporation vs. Martin Perry Corporation*, (143 Atl. 103), it was disclosed that on December 17 a manufacturer entered into a contract with a purchaser by the terms of which the former agreed to deliver for a stipulated price, a quantity of merchandise

in equal amounts during the months of March, April, May and June.

Several weeks after the order was signed, the buyer notified the manufacturer that changes were required in the construction of the product.

By reason of these changes, it was not until May that delivery of any of the goods could be made and these shipments continued at intervals until July, when only about half the order was filled, although the time limit fixed in the original contract for delivery of the complete order expired in June.

Work was begun in July on the balance of the order and invoices were sent to the buyer in September and October. However, he refused to accept delivery, because of the lapse of time after the date of delivery specified in the contract.

Higher Court's Decision

The seller brought suit against the buyer to recover damages resulting from the delayed shipments. The lower Court held the seller not entitled to a recovery, but it is interesting to observe that the higher Court reversed this decision, saying:

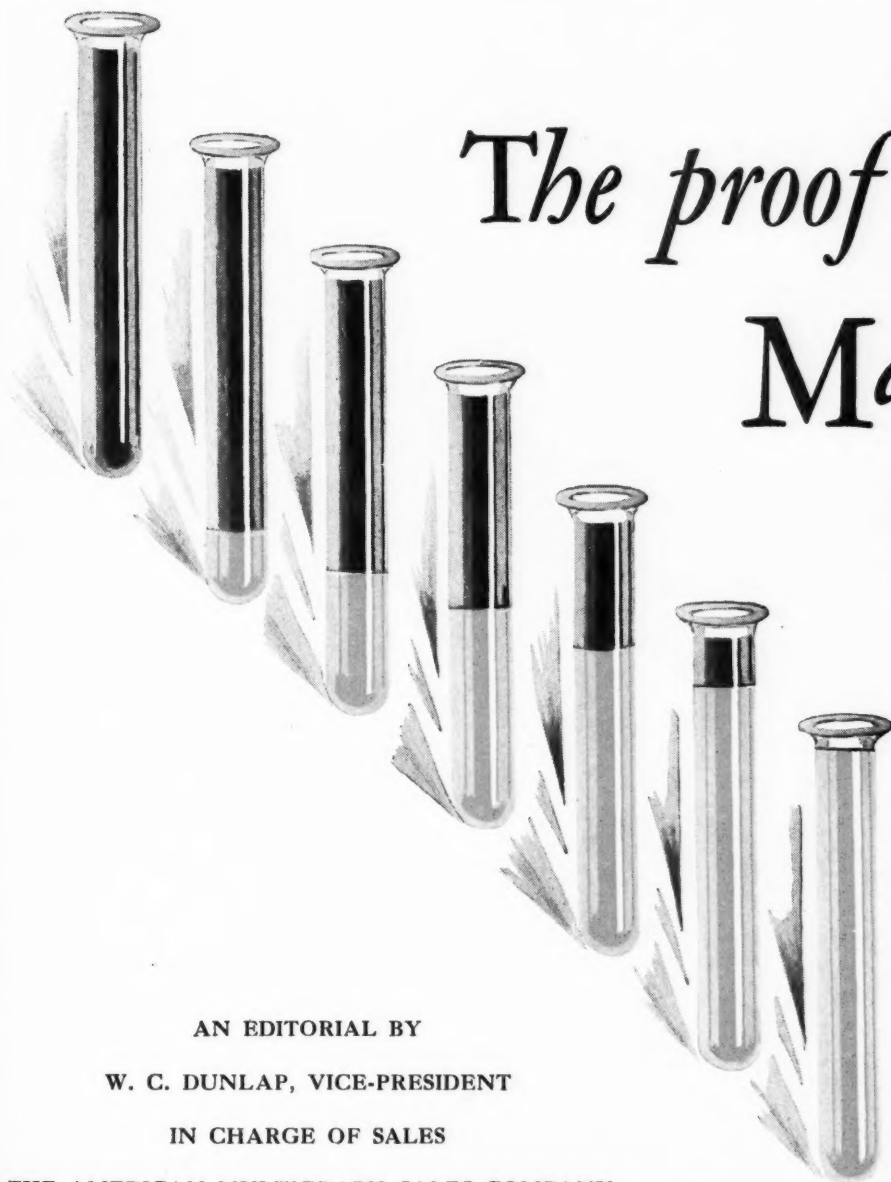
"Under the contract, the buyer had the right to insist upon the shipping of the goods within the time fixed. Had he done nothing to waive this obligation, and if there were a default by the seller in forwarding, no recovery of the purchase price could have been had, though a tender was later made and the buyer had given no notice of cancellation."

On the other hand, it is important to know that a seller is bound to make agreed alterations within a reasonable time. Otherwise, he is liable in damages for breach of the contract to the same extent as if he should fail to make delivery within the time stipulated in the original contract.

Just what duration of time may be held to be a reasonable time depends upon the circumstances surrounding the case. Generally, a jury decides this question after being fully informed by testimony which tends to indicate conclusively whether the seller acted as other prudent and fair-minded men would have acted under the identical circumstances.

In accordance with the well established rules of the law, either party who breaches a valid contract is liable in damages to the other.

Therefore, a seller is relieved of the obligation to make delivery within a specified time, if the purchaser breaches any obligation which he has agreed to perform previous to the date for delivery.



The proof of the Market is PROFIT

AN EDITORIAL BY

W. C. DUNLAP, VICE-PRESIDENT

IN CHARGE OF SALES

THE AMERICAN MULTIGRAPH SALES COMPANY

You can't measure the strength of a solution by its depth in the test tube. By the same token, you can't measure sales results by volume alone.

The volume that counts is the volume that isn't diluted with red-ink sales. And every sale that costs more in effort expended than it can yield in direct or indirect profit is a red-ink sale. Every market whose return can not repay the cost of cultivation is a red-ink market.

Selecting the markets that offer profitable volume is management's big responsibility today. Finding the means to cultivate these markets actively, intensively, and inexpensively is equally important if sales management is to follow through and realize its full possibilities.

*Do
You Know Your
Market?*

We have had very tangible evidence, in our own experience of the last two years, regarding the possibilities of careful selection and intensive cultivation. A radical reduction in mailing lists with concentration on preferred prospects for Multigraph equipment has reduced sales expense with no

sacrifice in volume. Volume, in fact, has grown

The average order is larger, and hence more profitable in proportion to sales effort required. Salesmen are enabled to serve their customers better than ever before. Both customers and salesmen are better satisfied.

Many features of our plan of operation can be applied to the problem of any organization. Part of our satisfactory results are due to careful analysis and part are due to new Multigraph equipment designed for carrying on selective selling with new effectiveness and economy.

I shall be glad to give you more details regarding our experience if you are interested. Address W. C. Dunlap, 1832 East 40th St., Cleveland, Ohio.

There is a new **MULTIGRAPH**

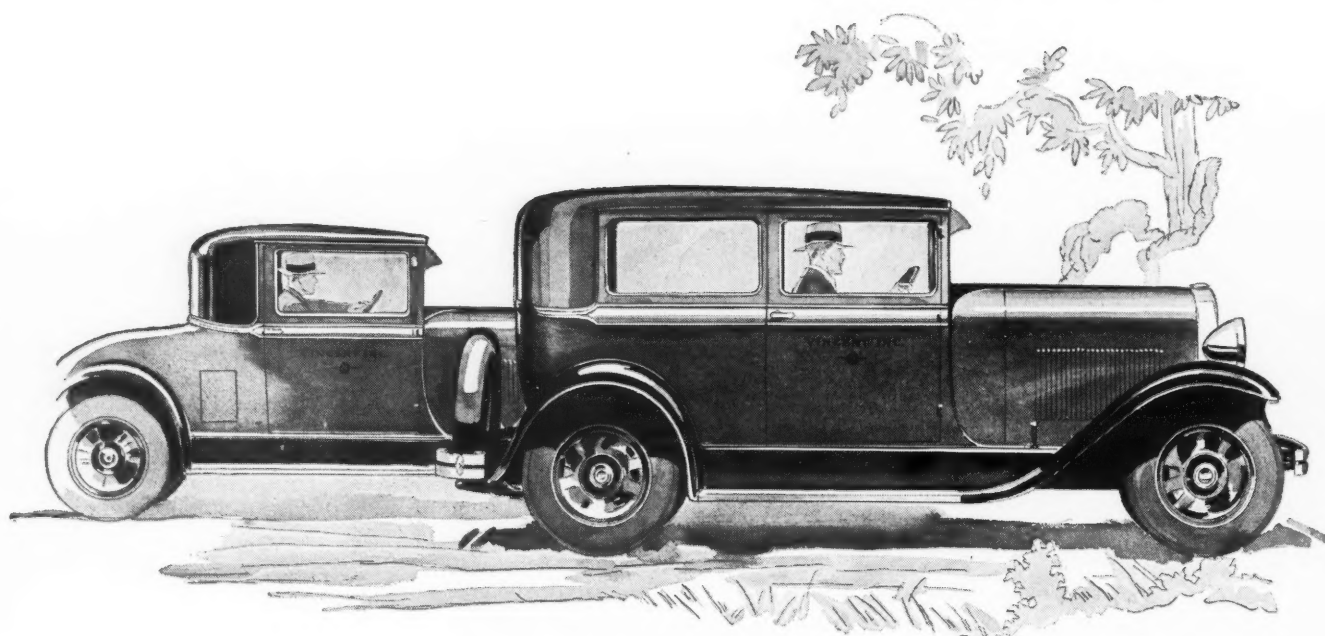
for today's new selling conditions



Combining Prestige, Utility
and Economy in Cars for Business Use

OLDSMOBILE

The CAR FOR BUSINESS



There are three fundamentals which progressive business houses are demanding in the cars they select for their salesmen's use.

The automobiles must possess prestige-building appearance. They must be thoroughly practical in every usage to which a business car can possibly be put. And they must operate with a high degree of economy—not only as regards maintenance, but also with respect to dependable performance, that other great fundamental of economical business transportation. And because this fine Oldsmobile combines these three vital factors to an unusual degree, it merits the most careful consideration as a business car.

The prestige-building qualities of Oldsmobile are almost too well known to require discussion. Regarded everywhere as the fine car of low price, Oldsmobile embodies every element that contributes to smart yet dignified appearance. Its lines are gracefully low and skilfully balanced. There is a generous use of enduring chromium plate on exterior bright work. The handsome Fisher Bodies are attractively finished in modish color combinations. In every detail there is evident the quality of restraint that is the predominant characteristic of good taste.

To this important item of attractive appearance, Oldsmobile adds the equally important factor of

wide utility. The spacious, easily accessible, weatherproof rear deck in the two-passenger Coupe, and the roomy rear compartment in the five-passenger Sedan models, provide ample room for luggage or sample cases.

But, in the final analysis, it is economy which commends Oldsmobile as the logical choice for business use. This economy is evident in all phases of performance and ownership. Maintenance costs are extremely moderate. Thoroughly sound engineering and rigidly controlled manufacture minimize the need for service attention even under the severest usage. Carefully distributed weight not only makes for exceptional roadability but contributes to increased tire mileage. And Oldsmobile's first cost is remarkably low, particularly when you compare what this car is, and what it does, with other cars in its price field.

If your sales organization comprises mentally alert, aggressive men—if your sales problem is one in which salesmen's morale is essential to continued progress . . . investigate Oldsmobile. At a low cost, you will be able to equip your field force with cars which they can be proud to drive, which will enable them to take the longest trips in gratifying comfort—and which, because of wholly satisfactory and economical performance, will justify selection on the basis of sound business investment.

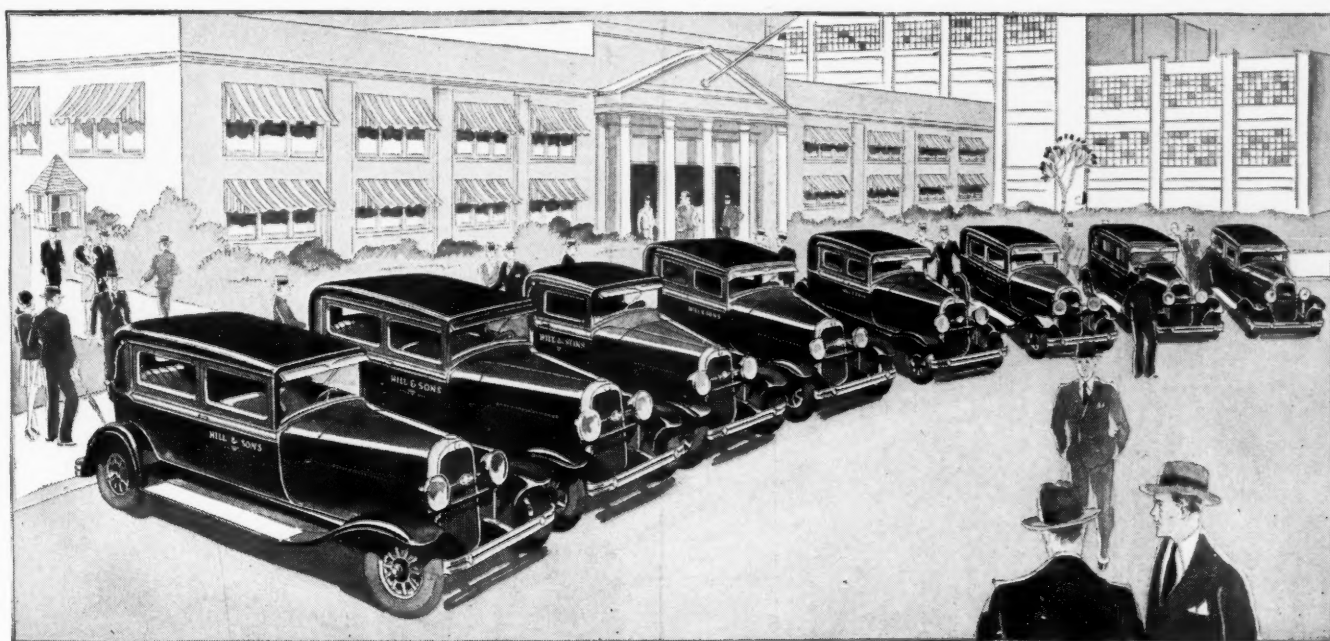
OLDS MOTOR WORKS, LANSING, MICHIGAN

COUPE OR TWO DOOR SEDAN . .	\$875	FOUR DOOR SEDAN	\$975
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Prices f. o. b. factory, Lansing, Michigan. Spare Tire and Bumpers Extra

CONSIDER THE DELIVERED PRICE

Consider the delivered price as well as the list price when comparing automobile values. Oldsmobile delivered prices include only reasonable charges for delivery and financing.



OLDSMOBILE

The CAR FOR BUSINESS



PRODUCT OF
GENERAL MOTORS

This act of breach on the part of the buyer may be his failure to furnish the seller with shipping instructions; supply a letter of credit; make a required payment; or any other act which he impliedly or expressly agrees to perform.

A breach of the contract, on the part of the purchaser, gives the seller a legal right to sue immediately for damages amounting to profits he would have realized on the completed contract, or, if he prefers, he may ignore the breach and proceed to make delivery and compel the purchaser to accept and pay for the goods in strict accordance with the terms of the contract.

Later Agreements

Generally, a seller is relieved of liability for failure to make prompt delivery, where the purchaser agrees to accept the merchandise if it is shipped after the date set for delivery.

Conversely, it is true that a purchaser is strictly limited to collection of damages from the seller resulting from the latter's failure to fulfill the terms of a later agreement.

For illustration, in *Milburn-Johnston Grocery Company vs. Davis*, (300 S. W. 433), it was disclosed that a buyer and a seller entered into a contract for the sale of 2,000 rolls of bagging to be delivered October 1.

The seller failed to make the delivery in accordance with the terms of the contract. On November 17, the seller wrote the buyer he was willing to substitute a different kind of material if the purchaser was willing to accept the substitution. The buyer replied that he required 400 rolls of the material to take care of the contracts he had made with customers, and that if he could get delivery at once on the 400 rolls, in order to stop the suits which customers had brought, he would accept the shipment.

Six weeks later, on December 28, a shipment containing the required 400 rolls of material was ready for the purchaser's acceptance. However, he only accepted 200 rolls, not needing the balance because the season had closed.

The buyer brought suit against the seller to recover \$1,200 damages, contending that he had breached the contract by failure to deliver 400 rolls "at once" after November 17. The lower Court held the seller not liable, but the higher Court reversed this decision.

Many law suits between buyers and sellers have resulted from failure of common carriers to make prompt deliveries. The outcome of litigations involving this point of the law is

dependent upon the conditions of the contract of sale. In other words, the carrier is responsible for any damages sustained by the owner of the transported goods as a result of unreasonable delay.

Therefore, a seller who retains legal title to the shipped merchandise, until the shipment is received by the buyer, cannot sue and recover damages from the buyer for his failure to accept the delayed shipment. However, under these same circumstances, the purchaser may recover damages from the seller, who in turn, may sue and recover from the common carrier the amount of damages paid to the buyer, plus incidental expenses and the profit he would have earned if the shipment had not been unreasonably delayed.

On the other hand, a purchaser who has legal title to a shipment being transported by a carrier cannot recover damages from the seller for delayed delivery, but he may recover from the carrier. Moreover, under these circumstances the seller may recover damages from the purchaser if he refuses to accept the delayed shipment.

Must Determine Legal Owner

Therefore, it is important to explain the established rules for determining whether the purchaser or seller is legal owner of transported merchandise.

Generally, the proper person to sue a common carrier for damages, resulting from loss or injury to shipped goods, is the legal owner of the property at the time the injury occurred.

Ordinarily, the legal title to shipped goods rests with the consignee the instant the shipment is delivered to the carrier, unless the latter has notice that the consignee is not the legal owner. (109 So. 205)

Another important point of the law is that, although the consignee ordinarily is deemed the legal owner of shipped merchandise, yet the seller is personally liable for payment of the freight charges if the purchaser fails to accept delivery.

Therefore, where a contract of sale obligates the seller to deliver merchandise at the purchaser's location on or before a specified date, and the seller fails to notify the common carrier that he has agreed to make delivery F. O. B. the buyer's location, a peculiar situation may exist. The carrier is not liable to the seller for delayed delivery, because it was not notified of the special agreement between the buyer and seller regarding the ownership of the goods during

transportation. Moreover, the purchaser may hesitate to sue the carrier because he may obtain damages directly from the seller. Therefore, the necessity of the seller fully informing the carrier of any special agreement is quite apparent.

Obviously, however, a seller who fulfills the terms of a contract of sale may always sue and recover damages from a purchaser who refuses to accept merchandise from a carrier.

Another important point of the law is that although a seller is technically liable for failure to make prompt delivery of purchased merchandise, the buyer cannot avoid liability after refusing to accept and pay for the goods, if his refusal is based on an illegitimate excuse or he delays an unreasonable time before complaining of delayed delivery.

Illegitimate Excuse

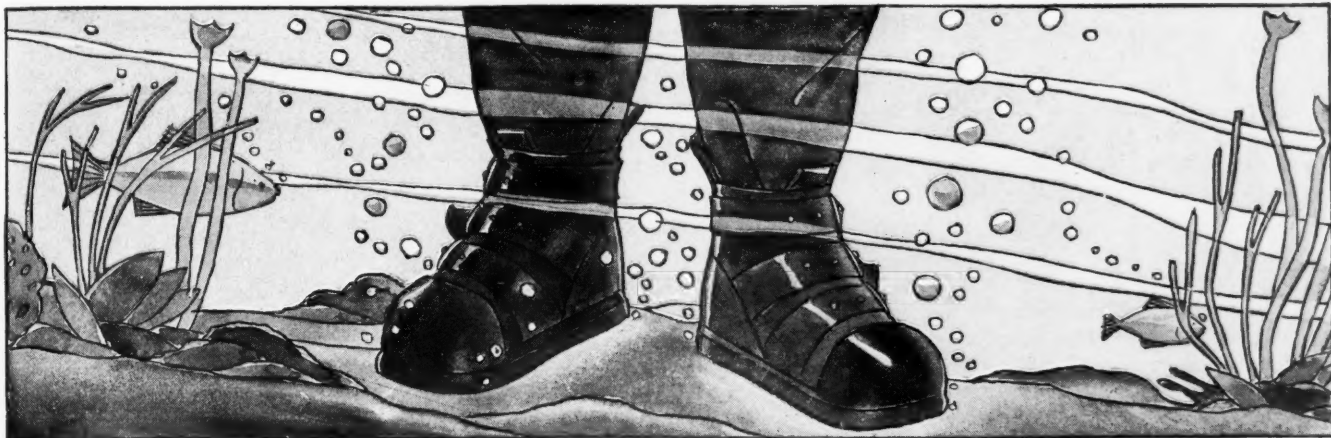
For example, in *Schulze Baking Company vs. W. H. Goodson*, (119 So. 353), it was disclosed that on June 27 a salesman for a manufacturer engaged in selling advertising material obtained a written \$600 order from a purchaser.

On June 30 the manufacturer wrote to the purchaser and acknowledged receipt of his order and stated that the material would be shipped as soon as possible. Almost all of the material was delivered by the manufacturer to a common carrier for transportation before July 9. On July 10, the buyer requested the manufacturer not to ship any more advertising matter, explaining that he had sold his business. The manufacturer replied that it was too late to cancel the contract and suggested that perhaps the purchasers of the business would be able to use the material.

After considerable correspondence, the purchaser refused to accept delivery and the manufacturer brought suit to recover the contract price. The buyer attempted to avoid liability upon the contention that the contract was void because the shipment was unreasonably delayed.

It is interesting to observe that the Court held the buyer liable for the full purchase price, saying:

"The effort they (purchaser) made to be released from their contract was based, . . . solely on the ground that they could not use the advertising scheme and the material therefor, for the reason that they had sold the business in which the advertising scheme and material were to have been used . . . The appellees (purchaser) cannot now complain of any delay in the delivering of the advertising material."



LEADEN FEET HELP THE DIVER

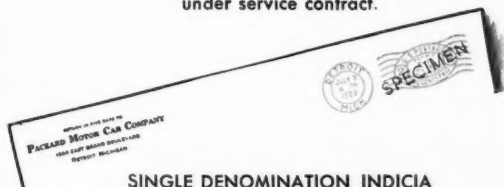
Couriers deserve winged heels

Now Metered Mail for any Business
...for any Postage



The New Model H
Price \$75.00

Prints any Postage—Seals as it Prints
Government Licensed Meter leased
under service contract.



SINGLE DENOMINATION INDICIA
A billion and a half letters mailed by
business leaders of America carried
this symbol of progress last year.

THE diver's work is slow and deliberate. He needs his leaden feet. But the courier, above all, must be swift. He needs winged heels.

Mail—the modern courier of business—need not, and should not be encumbered with the leaden feet of the old-fashioned adhesive stamp. That is why the Government has made available a new and faster service—Metered Mail. Now business can print, date and record its own postage.

Metered Mail truly has winged heels which lift it out and over the routine of facing, cancelling and postmarking in the Post Office, and carry it straight to the distribution cases during those peak hours of congestion when business winds up its affairs for the day.

Metered Mail also eliminates office delays in mail preparation and despatch, and puts a stop once and for all to loss and theft of postage.

That is why Metered Mail is ever increasingly used by the leaders in modern business... why its imprint is recognized by millions as a symbol of speed and progressiveness... why the adhesive stamp on business mail is destined to become a label of heedless adherence to outworn methods.

METERED MAIL

the method that made stamps obsolete

The **POSTAGE METER COMPANY**
Main Office 866 PACIFIC ST. STAMFORD, CONN. ▲▲



PITNEY-BOWES MAILING EQUIPMENT
▲ Offices in TWENTY FIVE CITIES ▲▲▲

1,000 General Electric Salesmen Enroll in Apartment House Course

A SALES training course, designed to help dealers' salesmen develop large-volume sales, principally among apartment houses, has been launched by the refrigeration department of the General Electric Company.

The Apartment House Specialists' Correspondence Sales School Course, recently released, already has an enrollment of 1,000 salesmen and the enrollment is being augmented daily, according to W. J. Daily, manager of the sales promotion division. Only those salesmen who have already completed the retail correspondence course are eligible for this advanced course in apartment house selling.

Must Have Special Training

"We believe that no salesman of any high grade specialty product can hope to do a good selling job without proper training and a thorough knowledge of his product, any more than a doctor or lawyer can function without his specialized knowledge," Mr. Daily said.

The retail salesmen's course was prepared about a year and a half ago, with this idea as its foundation, to give a working knowledge of a specialty product which was fairly new to the retail salesman. The course has had an enrollment of approximately 100 per cent throughout the country.

The aim of the apartment house course, however, is more specialized still. It is designed to help the salesman in converting such specialists as architects, consulting engineers, builders, contractors, finance and mortgage agents, rental agents, etc.

"In dealing with these specialists, the salesman himself must be a specialist, fully capable of rendering a type of service in harmony with their problems and with full knowledge of his subject," Mr. Daily declared.

The course has been broken down into six lessons, each of which must be completed before the salesman receives the following lesson. A record of the salesman's grades is kept. The first lesson deals with the apartment house market, going into detail on the opportunities of the market, its scope and trends in the past few years. A technical discussion of the General Electric refrigerator comprises the

BY J. M. HEADEN

second lesson, titled "The Product."

Salesmen learn how to approach these specialist-prospects in order to get big sales volume in the third lesson of the course, which deals with each factor in the building of a new apartment house, such as the architect, consulting engineer, the builder, etc.

In the fourth lesson the salesman learns about himself. General selling qualifications are outlined, product knowledge is summarized, knowledge of the market and approach are reviewed and methods of contact are given. Sales procedure is the title of the fifth lesson, while the sixth and last deals with meeting and answering common field objections. A certificate is presented each salesman as he completes the course.

Augmenting this correspondence course is an intensified apartment house campaign, bringing in the dealers and distributors as well as their salesmen.

Complete Campaign

A complete plan of operation to promote apartment house sales is given in a large booklet. Opportunities for sales, national advertising being done, suggested newspaper campaigns and handling of publicity, the salesmen's correspondence course, the apartment house market, as outlined in another booklet, methods of surveying the field, plans for establishing direct sales contact in the field through direct mail, composed of letters and folders, suggested letters, etc., are given in this book.

Accompanying it is an order blank, on which the dealer might enter the amount of each mailing piece he needed. The schedule for the mailings was also given in a folder which followed the booklet.

The entire campaign, minus the correspondence course lessons, has been incorporated in an apartment house data portfolio.

An important part of the portfolio is the Architect's Handbook of Electric Refrigeration, assembled with the aid of the American Institute of Architects and designed to be of real service to the architect. Data on the

product are outlined briefly, and specifications for various models adaptable to use in apartment houses, schools, hospitals and other large institutions as well as in homes are included, with photographs of the models and their parts.

The kitchen planning service is also included in this book. Plans for every type of kitchen, from that for the serving pantry in an apartment house to the large kitchen for the eighteen-room house are given.

Outdoor Interests Aid Hoover Business Plans with Prosperity Poster

The outdoor advertising industry has joined to aid President Hoover's business expansion program and will present, next Tuesday, on 50,000 poster panels in 17,500 cities and towns of the United States a "prosperity poster," designed by Charles Dana Gibson, and sponsored by the Outdoor Advertising Association of America, Inc.

One million sheets have been contributed by leading lithographers and the members of the association have donated \$500,000 of space and labor. Kerwin H. Fulton, chairman of the board of Outdoor Advertising Association, is supervising the presentation of the program, which has the active endorsement of the Department of Commerce and the United States Chamber of Commerce. The idea was conceived by Mr. Fulton and put into effect largely through the initiative of the General Outdoor Advertising Company.

The first publication of the poster appears on the cover of this week's issue of SALES MANAGEMENT.

With several other advertising and publishing executives, Mr. Fulton was invited to participate in President Hoover's general economic conference in Washington on Thursday of this week. Barnard Lichtenberg, president of the Association of National Advertisers, Malcolm Muir, McGraw-Hill Publishing Company, Andrew C. Pearson, National Publishers Association, and Stanley Resor of J. Walter Thompson Company, were also asked to attend.

COLOR REIGNS



[RICHARD, THE LION-HEARTED, RETURNING FROM THE CRUSADE]



SINCE the dawn of history, royalty has capitalized the aristocratic appeal of color. For without colorful raiment, a king and his retinue might look the same as other people. Thus is revealed a fundamental reason for packing your preparations in Maryland Royal Blue Bottles. The beautiful color of these distinctive bottles will lift any product out of the commonplace and cause it to stand out on display. As a factor for increasing the sales-appeal of your products, Maryland Royal Blue Bottles are well worth your consideration. Read the complete story of their merchandising advantages on the back of this page and write today for samples.

MARYLAND Royal Blue BOTTLES



Your Bottled Preparations Need More than a Colorful Box or Wrapper

A COLORFUL BOX or wrapper is not enough to assure a bottled product maximum attention on display. The bottle itself should also be vivid and distinctive. For users of the product naturally are more familiar with the appearance of the bottle than the box it comes in. Hence, in modern window displays, both are shown.

That is why it will pay you to pack your products in Maryland Royal Blue Bottles. They always stand out on display because of their vivid and distinctive color. Thus, they

make your preparations easier to sell, because of the well-established merchandising principle that "the more readily a product is seen and remembered, the more freely it is bought."

In addition to royal blue containers, we manufacture green tint and flint bottles of the highest quality. Modern equipment, skilled workmen and high-grade materials are your assurance that all Maryland bottles are of uniform quality, accurate capacity and dependable strength. Write today for full information and sample bottles—royal blue, green tint or flint.

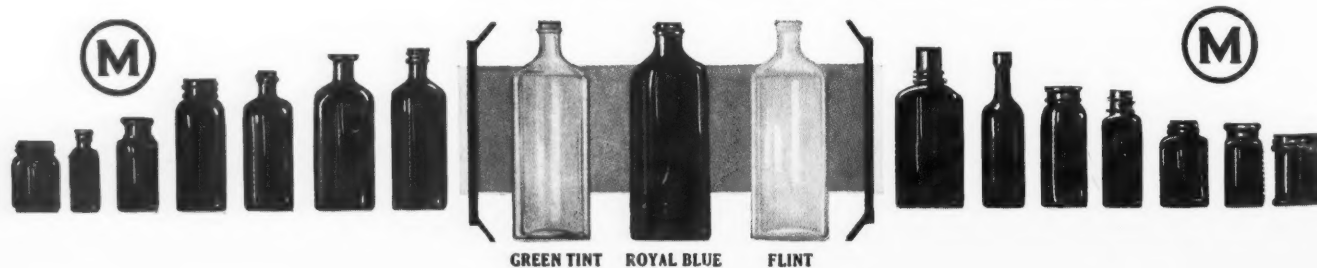
MARYLAND GLASS CORPORATION

BALTIMORE, MARYLAND

ROYAL BLUE , GREEN TINT , FLINT CONTAINERS

New York Representative, 277 BROADWAY

Pacific Coast Representative, PACIFIC COAST GLASS CO., SAN FRANCISCO, CAL.



Reuter to Leave Olds; Will Direct German Growth of G. M. C.

Aggressive expansion of General Motors Corporation overseas, notably through its Opel Motor Works in Germany, will be made next year, SALES MANAGEMENT learned this week, and I. J. Reuter, president of Olds Motor Works, manufacturers of Oldsmobile and Viking for General Motors, will be appointed to direct Opel activities.

Mr. Reuter returned recently with Alfred P. Sloan, Jr., president of General Motors, from a tour of inspection of the corporation's European plants and markets. The report of Mr. Reuter's appointment has been current for some time, but official announcement probably will not be made for several days.

More intensive development of the European markets will be in part a result of a temporary slowing down of motor car sales in this country. Further to stabilize its position, General Motors is now pushing the sale of a number of lines not directly in the motor car field—among them new radios by the recently formed General Motors Radio Corporation, Delcogas, a self-contained unit for supplying gas to buildings off the gas mains, and multi-motored Fokker airplanes, which the company recently acquired.

Radio Sales Increase, Government Reports

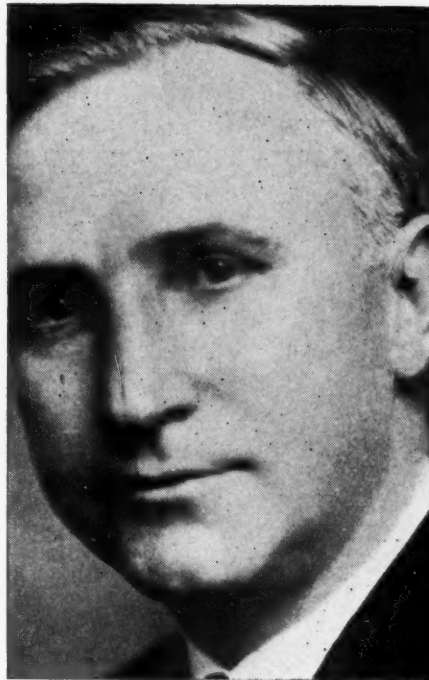
The average retail sales of radio equipment during the third quarter of 1929 showed an increase of 14 per cent over the sales during the same period of 1928, the Department of Commerce reported last week. The report was based upon preliminary figures obtained in the department's quarterly survey.

Retail sales of radio equipment during the third quarter, reported by 6,237 dealers, amounted to \$21,490,414, or at the average rate of \$3,450 per dealer. The average sales per dealer during the similar quarter of 1928 amounted to \$3,030.

Four A's Name Blakemore

The American Association of Advertising Agencies has appointed Paul Blakemore, president of Coolidge Advertising Company, Des Moines, Iowa, as chairman of its committee on agricultural press.

Executive offices of Albers Brothers Milling Company have been established at Seattle jointly with those of Carnation Milk Products Company, with which it recently merged.



I. J. Reuter

Willys-Overland Splits Direction of Sales

Following the resignation this week of Colin Campbell, vice-president and director of sales of Willys-Overland, Inc., L. A. Miller, president of the company, advised SALES MANAGEMENT that no successor to him would be appointed. The sales department will continue to be operated under the present heads, P. C. Gartley, Western, and Nelson A. Beardsley, Eastern general sales managers.

Mr. Campbell, who has been in ill-health, plans to take an extended rest in Florida. An executive in the automobile industry for thirteen years, he was sales manager of the Chevrolet Motor Company from 1921 to 1924. Later he aided William C. Durant in launching the Durant Company, and then formed his own company as a sales and industrial counselor.

McQueen Joins General

L. A. McQueen was appointed last week to the role of manager of trade sales for the General Tire & Rubber Company, Akron, Ohio. He was formerly general sales manager of the tire division of the B. F. Goodrich Company, also of Akron.

Merge Virginia Papers

The Valley Virginian has been consolidated with the *Waynesboro News*, Waynesboro, Virginia. Louis Spilman, formerly of the Federated Business Publications, New York, is editor and publisher.

The Firestone Tire & Rubber Company has joined the other members of the "big four" in the American rubber industry—Goodyear, United States Rubber and Goodrich—on the New York Stock Exchange.

N. B. C. Gets Music Houses in National "Educational" Plan

Organization of a music publishing company effecting a merger of two nationally known institutions with the National Broadcasting Company was put through this week with the incorporation at Albany of the Radio Music Company. The new organization effects a combination of Carl Fischer, Inc., and Leo Feist, Inc.

M. H. Aylesworth, president of the National Broadcasting Company, is to be chairman of the board, which comprises Paul D. Cravath, lawyer; John Golden, producer; David Sarnoff, executive vice-president, Radio Corporation of America; S. L. Rothafel (Roxy), managing director, Roxy Theatre; E. E. Shumaker, president, Radio Victor Corporation; Hiram S. Brown, president, Radio-Keith-Orpheum Corporation; Leo Feist, president, Leo Feist, Inc.; E. C. Mills, former chairman, American Society of Composers, Authors and Publishers; H. P. Davis, chairman, board of directors, N. B. C.; B. F. Blitner, vice-president and general manager, Leo Feist, Inc.; and Walter S. Fischer, president, Carl Fischer, Inc.

E. C. Mills will be president of the new company. B. F. Blitner and Walter S. Fischer will be vice-presidents.

The new company will effect the working combination of Fischer, publishing classical, standard and educational music, Feist in the field of popular music and radio broadcasting. Aligned with the new music organization will be prominent American composers.

Chicago Fair to Be "A City of Light"

Buildings with walls made apparently of living colored light, mirrored in lagoons; colored images painted on clouds a half mile in the sky—symphonies of all the hues of the spectrum, played from a gigantic color organ to the accompaniment of symphonic music and chimes—these are some of the parts which illumination will play in Chicago's centennial fair in 1933, Walter D'arcy Ryan, director of the illuminating engineering laboratory of the General Electric Company and chairman of the Fair committee on illumination announced this week.

55 Service Companies Join to Simplify Export Trade

To make "foreign commerce as simple as domestic" for the smaller manufacturer here and abroad, the facilities of the Bush Terminal, Brooklyn, and those of fifty-four established service companies in Europe and Asia Minor have been joined in a new organization, to be known as Bush Service, Inc., Irving T. Bush, president of the Terminal and of the Service, announced this week.

The aims of the service, Mr. Bush said, are to relieve shippers of the complexity and risk involved in export trade by assuming all responsibility for commodities from the point of origin to the point of distribution; to provide adequate and reliable information regarding foreign markets and conditions; and by the introduction of a new credit aid known as a "continuous document of possession," to enable shippers to borrow money on goods in transit or in warehouses, thus preventing prolonged "freezing" of assets.

In its physical facilities, Mr. Bush explained, the service is designed to provide, among other advantages, the fastest or cheapest routing of merchandise, according to requirements. It makes possible consolidated car shipments, provides warehousing and carting at any point, assumes all responsibility for packing, repacking, marking and stamping, and the division of large consignments into smaller lots. It undertakes the fulfillment of all port, consular and customs duties and the issuance of warrants and other documents of possession.

In the commercial field the system will be able to advise shippers regarding the fluctuation of demand in distant markets and to assist shippers in creating demand by introducing new products and by opening new trade channels, it is hoped. The service also will assist in selecting reliable and capable sales agents for far-away producers, who, it is pointed out, will be able to take advantage of tariff or customs changes and governmental restrictions on trade.

"America's outstanding contribution to the industrial age undoubtedly was 'straight-line production,'" said Mr. Bush. "To straight-line production, America now adds 'straight-line distribution.'"

"To appreciate the value of the service it is necessary to understand the difficulties under which manufacturers now labor in distributing goods abroad. It is a story written in red



Irving T. Bush

ink in the ledgers of American business houses. It started at the end of the war, when, without foreign organization, the United States entered aggressively into foreign trade. Merchandise was shipped without the protection of a trained foreign organization and shipments accumulated upon foreign wharves to lie at the mercy of the weather. Correspondence in strange languages dealing with unknown conditions and foreign customs followed. Collections were slow and often impossible.

"A chaos of damage claims and unpaid bills and misunderstanding finally convinced the United States manufacturer that the development of a foreign trade organization was necessary to safeguard foreign trade if it was to prosper. He saw that the foundation of English foreign trade was a world-wide structure of English traders built through generations of patient effort.

"The big American industries sent their men to Europe and opened service and sales offices. The smaller endeavored to forget the effort to sell to foreign customers whom they could not understand and concentrated on the home markets. There are tens of thousands of these smaller producers, both here and in Europe, who need and deserve a foreign market."

Hollingshead Completes Jobber Sales System; Plans Campaigns

An appropriation of \$300,000 has been made by R. M. Hollingshead Company of Camden, New Jersey, for its 1930 advertising campaigns. The *Saturday Evening Post*, *Collier's* and *Country Gentleman* will be the principal media, explained Martin E. Goldman, manager of sales development and advertising, although newspapers in large cities and business papers will also be employed.

The company will run two campaigns—the first devoted to its Whiz gear lubricants and which will run through the spring. Later in the year, Mr. Goldman continued, the second campaign will be concentrated on Whiz Gold Band anti-freeze.

In the last year the company reorganized its sales methods—changing from distribution direct to retailers through its own selling organization jobbers.

"The change-over, of course, entailed tremendous detail and revamping of personnel, methods and policies," Mr. Goldman pointed out. "One territory at a time was reorganized. The last territory, surrounding the home office, will be converted on January 1. Beginning on that date the entire distribution of Whiz products, except in New York City, will be through automotive wholesalers."

An extensive campaign, therefore, will be run in automotive publications reaching this group of readers.

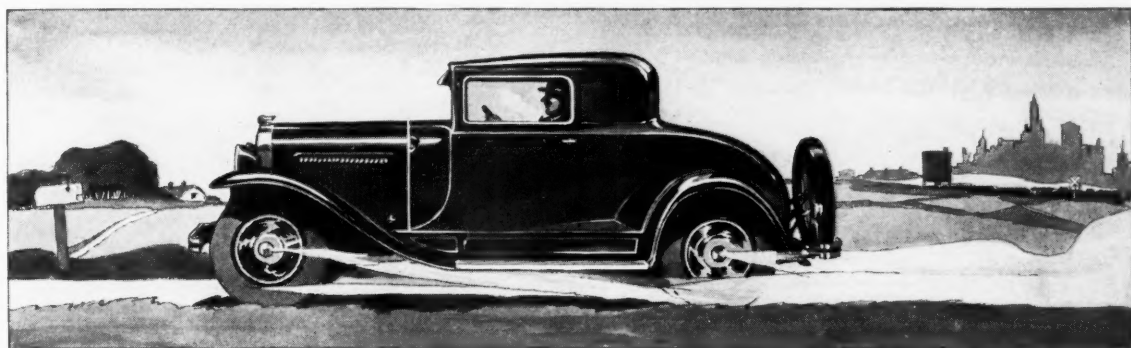
Directs Western Sales for Electromaster

Electromaster, Inc., of Detroit, manufacturer of Electrochef, an electric cooking machine, has appointed Clarke F. Edwards of Los Angeles as Pacific Coast representative. Electromaster, Inc., was organized a few weeks ago to take over the manufacturing business which had been developed by a subsidiary of the Detroit Edison Company. Mr. Edwards was with the Majestic Electric Appliance Company, San Francisco.

Upholds Triplex Patents

The validity of patents held by the Triplex Safety Glass Company of North America, covering the manufacture of laminated or non-shatterable glass, was upheld last week in a decision handed down by the United States District Court for the Western District of Pennsylvania in the company's suit for infringement against the Pittsburgh Safety Glass Company, which is owned jointly by the Pittsburgh Plate Glass Company and the du Pont interests.

“EXPENSE TIME” becomes “Income time”



when salesmen drive the **PONTIAC BIG SIX \$745**

PRODUCT OF GENERAL MOTORS

HOW do your salesmen divide their day? What percentage of it is “expense time” devoted to traveling from one customer to the next? How much is “income time”—actually spent in the company of the people you are trying to sell?

Get the answers to these questions and you will understand why so many important business concerns are using Pontiac Sixes. They are cutting sales costs—turning “expense time” into “income time”—increasing their profits with the speed, dependability and economy which only Pontiac provides.

This fine product of General Motors enabled a food products manufacturer to reduce his transportation expense \$21,760 in a single year. A public utilities company operating 996 automobiles of 33 different makes found that Pontiac costs one cent less per mile to operate than any other low-priced six.

Hundreds of salesmen have also testified in unsolicited letters as to the trouble-free performance of Pontiac, its long life, dependability—and its prestige-building appearance.

Today's Pontiac Big Six is especially well adapted to business use. Let us tell you why. Write to the Fleet Department at the factory. We will send complete information together with the Fleet Owner's Plan and the valuable Fleet Executive's Book, “Experiences of Various Companies in Handling Automobiles with Salesmen.”

Pontiac Big Six, \$745 to \$895, f. o. b. Pontiac, Mich., plus delivery charges. Bumpers, spring covers and Lovejoy shock absorbers regular equipment at slight extra cost. General Motors Time Payment Plan available at minimum rate.

Consider the delivered price as well as the list (f. o. b.) price when comparing automobile values . . . Oakland-Pontiac delivered prices include only authorized charges for freight and delivery and the charge for any additional accessories or financing desired.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

Association Will Launch \$7,000,000 Campaign to Speed Retail Payments

To speed up retail credit payments throughout the country, the National Retail Credit Association will inaugurate next year a two years' advertising campaign in all major media, with an aggregate expenditure of \$7,000,000.

This decision was reached by the association recently. Formal announcement was expected to be made by Justin H. Edgerton of New York, president, and David J. Woodlock of St. Louis, manager-treasurer of the association, at President Hoover's economic conference in Washington on Thursday.

There is no reason in present conditions for curtailment of retail credit, Mr. Woodlock explained. On the contrary, he pointed out, curtailment would be disastrous. A 30 per cent reduction in the average time taken for payment of retail bills would result in a nation-wide saving of \$100,000,000 in interest, not counting the money that would be released earlier for reinvestment in retail operations, Mr. Woodlock estimated.

The business of 180,000 retailers served by the credit association through its 1,060 branch offices has been exceptionally good, and there is no reason for any note of pessimism provided the public realizes its obligation regarding prompt payments of credit, which has become an almost universal medium of exchange, and which during the last few years has grown to the enormous sum of \$30,000,000,000 annually, he declared. Headquarters of the association are in St. Louis.

The advertising program is being handled by Nelson Chesman & Company, Inc., of St. Louis.

Pittsburgh Press Starts Annual Retail Institute

The Pittsburgh Retail Advertising Institute, sponsored by the Pittsburgh Press, started its 1929-1930 sessions this week with an address by William Nelson Taft, editor of the *Retail Ledger*, Philadelphia, on "What Is Wrong With Retail Advertising at the Present Time?" The meetings are held monthly, the speaker for January 7 being Kenneth M. Goode, advertising counselor, and February 4, Frank H. Young, author of "Layout in Advertising." The meetings will end May 6. Four hundred attended the course last year.



Harry V. Campbell

Campbell to Supervise Bigelow-Sanford Sales

Stockholders of the Bigelow-Hartford Carpet Company have approved purchase of Stephen Sanford & Sons Company, carpet and rug manufacturers. The combine, to be known as the Bigelow-Sanford Carpet Company, manufactures about 18 per cent of the wool and worsted floor coverings in the country.

John Sanford, president of Stephen Sanford & Sons Company, has been elected chairman of the board of the new company, John A. Sweetser, president of Bigelow-Hartford, president in charge of manufacturing. Harry V. Campbell, vice-president in charge of sales of Bigelow-Hartford, will retain that position in the new company, being assisted by C. H. Handerson, formerly vice-president and sales manager of Sanford, who will have direct charge of distribution to retailers; and James J. Delaney, secretary of the Bigelow company, in charge of wholesale distribution.

Error in Journal Lineage

The record of the New York *Journal's* lineage in October, which was published in these pages on November 30, was palpably wrong. The actual volume was 1,587,362 lines in October, 1929, and 1,481,032 lines in October, 1928. As printed, the initial figure 1 was dropped out in both columns, thereby understating the totals by a million. Fortunately, no one familiar with the newspaper situation in New York could have been misled by so obvious a blunder.

The Voyager, a travel magazine, devoted primarily to aviation, has been launched in Detroit by the Airports Publishing Company, of which Cliff Warner is president.

Sears, Roebuck and Penney Heads Deny Report of Merger

Earl C. Sams, president of J. C. Penney Company, and Lessing Rosenwald, vice-president of Sears, Roebuck & Company, interviewed by SALES MANAGEMENT, denied reports published this week that negotiations were under way for a merger between them. Mr. Rosenwald, at Philadelphia, said there was "nothing in them."

"Some time ago a committee was chosen from our executives to study the economic advantages that might grow out of the merging of our organization with one or the other of the larger mail-order houses," Mr. Sams explained.

"There are many unsolved problems in the field of distribution. Mass production has outstripped the facilities of distribution. Wherever possible, improvement is being made in the economics of merchandising in order to provide a better service for the consumer as well as generate a greater enthusiasm among the workers."

"The initial study now being made by our organization to determine what benefits might be secured through a combination of mail-order and over-the-counter service will be completed in the near future."

"No step further than this has been made nor will it be made unless the facts resulting from the initial survey warrant further negotiations leading toward a merger."

Combined sales volume of Sears, Roebuck and J. C. Penney this year is expected to be about \$640,000,000—\$425,000,000 of this figure being operated by Sears, Roebuck and \$215,000,000 by Penney. The Penney company now operates about 1,350 stores, chiefly in cities, towns and villages west of the Mississippi. Sears, Roebuck & Company has 300.

S. E. P. Talks Prosperity with 272-Page Issue

Two hundred and fourteen advertisers contributed this week to a 272-page issue of the *Saturday Evening Post*, the largest issue of that publication in its two centuries of existence. December issues of the *Post* have an increase of 23 per cent in advertising volume over the same month last year.

Converse & Company, selling agents for B. B. & R. Knight Corporation, Fruit of the Loom fabrics, are now located at 40 Worth Street, New York.



To the Outposts of Civilization!

IN every civilized country on the globe where business is conducted on anything like a modern basis Addressograph products form an important part of profit building methods. A world-wide organization has been developed to study the vast problem of name and data writing on business forms. The result is a line of Addressograph products that are cutting costs, eliminating mistakes, speeding operations and increasing sales in practically every known line of business.

A customer control system for preventing and reviving inactive accounts in every size and type of business has been worked out.

The small retailer's problem of reaching prospects quickly and economically has been solved. Corporations are provided with ways and means of saving thousands upon thousands of dollars in every department where names and data must be written on standard forms. The work is being done on Addressographs faster, better and more economically than by other methods and at a fraction of the cost.

The Addressograph representative will gladly point out *where* and *how* Addressographs will cut costs, save time and build profits. The coupon mailed with your letterhead will bring detailed information, without obligation.

Sales and service agencies in the principal cities of the world

ADDRESSOGRAPH COMPANY, 924 W. Van Buren St., Chicago

Canadian Head Office and Factory: Addressograph Co., Ltd., 30 Front St. W, Toronto, 2, Ont.

European Head Office and Factory: London, England.

Manufacturers of Graphotype Addressograph Dupligrath Cardograph Speedamat

Model H-3—\$75. Imprints names or data, 1200 to 1800 impressions an hour! Other hand operated models from \$20 to \$105. All prices F. O. B. Chicago.

Cardograph—\$57.50 F. O. B. Chicago. Produces 1500 messages on post cards in an hour! Also imprints forms, etc.

Model F-2 Electric—\$375. Handles name and data writing on all forms thru a ribbon, 2,000 to 3,000 an hour. Other electrically operated models from \$295 up. All prices F. O. B. Chicago.

Dupligrath—Model D-3 — \$2,025, or leased at monthly rate. Prints 2,000 letters per hour, complete with name, address, salutation, date, entire letter and signature.

Model A-4 Automatic Feed — \$2,025. Imprints an almost unlimited variety of forms, 7,500 per hour. Other automatic machines from \$595 to \$12,750. All prices F. O. B. Chicago.

Mail
with your
letterhead to

ADDRESSOGRAPH CO.
924 West Van Buren
Street, Chicago, Illinois.

Please advise how
Addressographs will increase
my sales and reduce my oper-
ating expense. 12-29

Addressograph

TRADE MARK

PRINTS FROM TYPE

Fort Worth & West Texas!

**A
TEN TO
ONE BUY
FOR THE
ADVERTISERS
DOLLAR**

The
**FORT WORTH
STAR-TELEGRAM
and
Record
-Telegram**

**OVER
125,000
DAILY
OR
SUNDAY**

FORT WORTH STAR TELEGRAM and RECORD TELEGRAM

With over 125,000 circulation daily and over 125,000 Sunday, covers West Texas, Fort Worth's trade territory, by far more thoroughly than it is covered by any other three or four newspapers combined.

THE STAR TELEGRAM and RECORD TELEGRAM

circulation is of the highest class—obtained without the aid of contests, premiums or other forced methods.

Include Fort Worth in your next list and bear in mind that

**It's a 10 to 1 Buy
for the**

Advertiser's Dollar

FORT WORTH STAR-TELEGRAM Fort Worth Record-Telegram

Now More Than 125,000 Daily or Sunday—Largest Circulation in Texas

AMON G. CARTER
President and Publisher

A. L. SHUMAN
Vice-President and Adv. Dir.

Charter Member Audit Bureau of Circulation

Morrow Gets Yuban; Price War Starts in Coffee Trade

The Yuban Coffee Division of Arbuckle Brothers was acquired this week by a group headed by Robert M. McMullen, chairman of the board of Grocery Store Products, Inc., and George K. Morrow, chairman of Gold Dust Corporation and member of the directorate of Grocery Store Products.

In acquiring Yuban coffee the Morrow interests will become directly competitive with the two other largest groups in the food industry—General Foods Corporation and Standard Brands, Inc.—in the distribution of coffee.

One of the most profitable lines in the food industry, competition in coffee has become more intensive recently with the promotion of dated cans by the Chase & Sanborn unit of Standard Brands. The reduction in the Brazilian price has also been a factor. The Great Atlantic & Pacific Tea Company, largest distributor of coffee in this country, is now engaged with the other leaders in a price-cutting battle. The A. & P. announced this week reductions of four cents a pound in their three leading brands—Eight O'clock, Red Circle and Bokar. Eight O'clock is now being sold by the A. & P. at twenty-nine cents a pound.

General Foods controls Maxwell House Coffee and also Sanka, a decaffeinated coffee, and Postum, a substitute for it. General Foods has just launched its largest newspaper campaign in the last five years for Postum, publications in ninety-four cities being employed. Postum also is using twenty-three national publications and the radio.

Grocery Store Products was incorporated in January of this year. It controls the Foulds Company and Toddy Corporation and their subsidiaries. The largest properties of the Morrow group in the food field, however, are the Gold Dust Corporation and its subsidiaries.

Reissue Railroad Magazine

Reissuance after a lapse of eleven years of the *Railroad Man's Magazine*, published by the Frank A. Munsey Company, appeared on the news stands November 30. The magazine was established in October, 1906, and was published consecutively as a monthly, and later as a weekly magazine, until January, 1919, when the late Frank A. Munsey merged it with *Argosy*.

Lamb Agency Moves

The James G. Lamb Company, advertising agency of Philadelphia, has moved its offices at 2215 Land Title Building there.



A SECRET UNVEILED

The brilliance of the heavens has been brought to earth. Nature's own beauty has been borrowed for the use of business in printed selling. Color adeptly suggests new value in merchandise to those who buy. In the twelve colors of Caslon Bond the rainbow has yielded its secret.

BLUE •• CHERRY
RUSSET •• GRAY
GREEN •• CANARY
SALMON •• CAFE
PRIMROSE •• BUFF
GOLDEN ROD
PINK and WHITE

All weights and sizes. Caslon Bond is the popular-priced paper for the work-a-day world. Write for test sheets of the full range of colors to The Munising Paper Company, Munising, Michigan, or see your paper merchant.



CASLON BOND

Reg. U.S. Pat. Office

The popular-priced paper for the work-a-day world

THE MUNISING PAPER COMPANY ~ MUNISING, MICHIGAN

REACHING THE BUYER IS HALF THE SALE



"Yes—But MY Business is Seasonal!"

Major Products Advertised on Criterion Boards

Cloverbloom Butter
Borden's Evaporated & Condensed Milk
Ipana Tooth Paste
Carnation Milk
Coca-Cola
Hecker's Flour
Red Cross Plasters
Johnson & Johnson
Baby Powder
Sapolio
Camel Cigarettes
Reckitt's Blue
Green River
Snowdrift
Schlitz Malt Syrup
Ward's Bread and Cakes
CN Disinfectant
Wrigley's Gum
Werko Washing Powder
Mavis
Tolley's Cake
Majestic Radio
Old Master Coffee
Mail Pouch Tobacco
Dayton Tires
Mohawk Tires
Grape-Ola
St. Louis Globe-Democrat
Diamond Crystal Salt
Kinney Shoes
H. J. Heinz Products
Citrus Washing Powder and Soaps
Old Witch Ammonia
Victor Radio

MODERN merchandising recognizes seasons less and less. But even if seasonal valleys still occur in sales, they are not necessary in advertising.

Criterion (3-sheet) Posters provide continuity 365 days a year at a cost that permits charging the whole expense to the season—considering the rest of it velvet.

No. 14 of a series, inviting attention to twenty unique features of Criterion National Neighborhood Posting. Criterion Service, Graybar Building, New York City.

CRITERION SERVICE

The Original and Only Uniform National Service of 3-sheet Neighborhood Posting



CRITERION SERVICE, GRAYBAR BUILDING, NEW YORK CITY
Please send us the portfolio advertised in Sales Management.

Company Name.....
Address.....
Attention of Title.....

Trade Commission— Four A Case

(Continued from page 445)

specific purpose. A handful of special interests, he said, were attempting to upset an established condition in an important industry to obtain an unearned discount, opposed by more than 99 per cent of advertisers and publishers.

"It is alleged," he added, "that publishers unfairly discriminate against the direct advertiser. They do nothing of the kind. The publisher charges both the advertising agency and the advertiser his card rate and then pays the agency a commission for a definite service."

Counsel for the S. N. P. A. said his organization has never voted to sustain the 15 per cent commission. He explained that the entire case was an attempt to break down a practice satisfactory to the great majority.

"If there were no agency commission," he continued, "there would be no case. Manufacturers will not solicit advertising for newspapers. An agency does. It's right to pay a man for a service rendered. It's wrong to rebate him for doing nothing. This has been the newspaper standard of policy for about fifty years, and there is no more reason for the direct advertiser getting the agent's commission than receiving money paid special agents."

Against Rebating

Counsel declared everyone against the practice of rebating with the exception of those who sought to benefit by it, and that his organization had merely expressed its opinion on the subject without in any way attempting to regulate the practice or enforce its will.

"The public is not interested in the matter. The price of goods will be no cheaper if the direct advertisers get the agents' commission, or if another class of advertisers procure rebates from agents. The volume of advertising will not be affected in either event and the public is unconcerned."

Counsel for the Six Point League and the A. N. P. A. presented arguments against consideration of advertising as interstate commerce, showing that a contract does not come within the classification, citing Supreme Court decisions that none of the necessary materials nor services should be so considered.

Eighty-five per cent of all agency failures, he said, were caused by rebating and splitting commissions. He insisted respondents should be free to condemn the practice.

It's NOT EDITED *For You*

YOU may not like every article in a given issue of The American Weekly, but no offense intended; we are not editing this magazine exclusively for you.

There are not enough people in the United States with reading appetites exactly like yours to give us 6,000,000 circulation.

You may not like every article we print, but you will be vitally interested in some article in every single issue.

And there you have the secret of our success.

The American Weekly has the largest circulation in the world and is still growing, thank you, because editorially it is the most interesting magazine in the world.

The American Weekly is not a man's publication, not a woman's magazine, nor a comic strip for children. It is not published either for the intelligentsia or the moron.

It is edited to interest and hold the attention of the typical American family and the best proof that it does this is the fact that this magazine can boast the largest circulation on earth.

The advertiser in The American Weekly gets more for his dollar here than he can buy over any other publishing counter in the world.

For \$16,000 he can buy a color page nearly three times the size of any other magazine page and the attention of 6,000,000 interested families, at a cost of less than $\frac{1}{3}$ cent per family.

Six million interested families in the richest buying centers of the United States.

The most people at the lowest cost! If you have a national advertising proposition, then you have an American Weekly proposition. This great magazine is the best buy on the publishing counter today.

THE AMERICAN *Greatest Circulation in the World* WEEKLY

Main Office: 9 East 40th Street, New York City

Branch Offices: WRIGLEY BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO . . . 12-231 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA

THE PHOENIX MUTUAL LIFE INSURANCE COMPANY

of Hartford, Conn.

*has developed, out of its 78 years of experience,
a new financial plan which enables you to*

RETIRE AT 55

Under this plan you get not only immediate protection for your beneficiaries but also, for yourself in later years, a *guaranteed income you cannot outlive.*

What a dividend-paying \$10,000 policy will do for you

It guarantees to you when you are 55

A MONTHLY INCOME FOR LIFE of \$100.00
which assures a return of at least . . \$10,000.00
and perhaps much more, depending upon
how long you live.

Or, if you prefer,

A CASH SETTLEMENT AT AGE 55 of . \$15,100.00

*It guarantees upon death from any
natural cause before age 55*

A CASH PAYMENT to your beneficiary of \$10,000.00
Or \$50 a month guaranteed for *at least*
24 years and 8 months Total \$14,823.00

*It guarantees upon death resulting from
accident before age 55*

A CASH PAYMENT to your beneficiary of \$20,000.00
Or \$100.00 a month guaranteed for *at least*
24 years and 8 months Total \$29,646.00

*It guarantees throughout permanent
total disability which begins before age 55*

A MONTHLY DISABILITY INCOME OF . . \$100.00
And the payment for you of all premiums

NOTE—Married men and others having dependents will be interested to know that you may also include in this plan a new provision whereby neither you *nor your beneficiary* can outlive the Retirement Income. Similar plans for retirement at ages other than 55, or for women policyholders, are also available. Further particulars on request. Mail the coupon below.

Copyright 1929, P. M. L. I. Co.

PHOENIX MUTUAL LIFE INSURANCE COMPANY, 475 Elm Street, Hartford, Conn.

Please give me full information about your new RETIREMENT INCOME PLAN.

Name..... Income to start at age.....
Business Address.....
Home Address.....
Your date of Birth..... Date of Birth of Beneficiary.....

Gossip

WILLIAM E. BOMAR has joined Frederick Stearns & Company as Astring-o-sol promotion manager. He has been with the Western Company for eight years, in market analysis and sales development work.

JOHN L. ZAUGG has resigned as vice-president of the Rotoprint Gravure Company, owing to ill-health. The new officers of the Rotoprint Gravure Company are WALTER Z. SHAFER, president; ALFRED B. GEIGER, vice-president; W. E. EASTMAN, vice-president; and J. T. VAN ZILE, secretary-treasurer.

WILLIAM E. KERRISH, at one time advertising manager and publicity lecturer for Wadsworth, Howland & Company, Inc., Boston, and for three and one-half years in charge of advertising and general publicity for the Boston Gear Works Sales Company, has been appointed advertising and sales promotion manager of the Norfolk Paint & Varnish Company of Norfolk Downs, Massachusetts. W. J. GIBSON, recently in charge of the sales bureau's service to advertisers of the New York Telephone Company, is now manager of the service department of the Case-Shepherd-Mann Publishing Corporation, New York.

GEORGE E. CRANDALL has become assistant to the president of the W. F. Hall Printing Company, Chicago. Until recently he was vice-president of Montgomery Ward & Company, in charge of sales and advertising. ALGERNON S. CALE, vice-president in charge of the Atlanta office of the D'Arcy Advertising Company, St. Louis, has resigned to join Beecher-Maxwell, Inc., St. Louis, as first vice-president and director. He had been with D'Arcy for sixteen years.

KING WHITNEY, formerly chief of copy for Southern Bell Telephone Company, Atlanta, and more recently with Addison Vars, Inc., is now with Burton Bigelow, Inc., Buffalo agency, as copy chief. GLENN W. THOMPSON, sales manager of Noblitt-Sparks Industries, Inc., has been made a vice-president and director of the organization, continuing in his capacity as sales manager.

EDWIN O. GALE, who has been head of the Chicago Tribune newspaper advertising service, has joined Carroll Dean Murphy, Inc., Chicago agency.

NATHAN S. PARSONS, formerly with Winsten & Sullivan and Percival K. Frowert agencies of New York, is now associated with Burton Bigelow, Inc., Buffalo.

WILLIAM A. BURK has resigned as sales manager of Sea Sled Corporation, to become sales manager of the newly organized boat division of the Johnson Motor Company.

STANLEY JACQUES is now advertising manager of the Curtiss-Wright Corporation. He was vice-president of the Keystone-Loening Company.

CARLTON E. WORFOLK, until recently an account executive with George Harrison Phelps, Inc., as head of sales promotion activities for Dodge Brothers, is now in charge of sales ammunition service of Durant Motors.

DON M. JULIEN has been promoted to the position of advertising manager of the Graybar Electric Company, under HERBERT METZ, now sales promotion manager. MALCOLM L. BARNEY, formerly account executive with the J. J. Fuller Advertising Agency, has joined Addison Vars, Inc.

Mildred Kitchen

Household Economics Expert of

The Los Angeles Evening Herald

advises over 200,000 Homemakers through her pages in The Los Angeles Evening Herald and countless thousands more in her Daily Radio Talks over Station KMTR, the Official Radio Station of The Evening Herald



MILDRED KITCHEN

Miss Kitchen has been directly associated with The Evening Herald for a number of years. A woman of unusual personality and charm and a most capable public speaker, she is constantly in demand to address women's organizations of all kinds.

In addition to these activities Miss Kitchen holds a Special Home Craft and Food Demonstration at least once every month in one of the large auditoriums of the city. These affairs, at which Miss Kitchen personally demonstrates products of Evening Herald Advertisers, are attended by many hundreds of interested and closely attentive Los Angeles Housewives.

At these demonstrations printed programs are distributed containing copies of the recipes recommended and demonstrated by Miss Kitchen at that meeting—each recipe including the brand name of the products being used.

Extensive publicity is given to these demonstrations both in The Evening Herald and over The Evening Herald radio station KMTR.

The enormous circulation of The Evening Herald—greater by many thousands than any other Los Angeles Daily—morning or evening—together with the complete co-operation of this extensive Household Economics Institute, enables The Evening Herald to offer the greatest advertising buy available to both local and national food merchandisers in the Los Angeles field. The lineage figures indicate that most food advertisers are already aware of these facts.

These Figures show how Food Advertisers, both Local and National, ranked the Six Los Angeles newspapers the First Ten Months of 1929

(Volume of Food Advertising from Media Records, Inc.)

	Local	National	Total
LOS ANGELES EVENING HERALD -	653,810 Lines	703,246 Lines	1,357,056 Lines
Second Paper (Morning and Sunday) -	189,774 Lines	622,170 Lines	811,944 Lines
Third Paper (Morning and Sunday) -	218,788 Lines	439,731 Lines	658,519 Lines
Fourth Paper (Evening) - - - -	119,293 Lines	413,066 Lines	532,359 Lines
Fifth Paper (Evening) - - - -	219,183 Lines	132,240 Lines	351,423 Lines
Sixth Paper (Morning) - - - -	3,953 Lines	61,765 Lines	65,719 Lines

Any Schedule Designed to Cover Los Angeles Must Begin With The

LOS ANGELES EVENING HERALD

Represented in

New York
by
HERBERT W. MOLONEY
342 Madison Ave.

Chicago
by
JOHN H. LEDERER
Hearst Bldg.

Detroit
by
RAY MILLER
General Motors Bldg.

San Francisco
by
A. J. NORRIS HILL
Hearst Bldg.



Points of Usefulness and Advantage

Current, Up-to-the-Minute Facts!

Day after day—every day—the information pertaining to the publications listed in **STANDARD RATE & DATA SERVICE** is changing.

A newspaper in Maine announces a change in rates; a farm paper in California changes size; a national magazine changes the closing dates; a business paper in Illinois merges with another.

STANDARD RATE & DATA SERVICE invariably receives the first direct notice of these changes through some one of many sources, and in turn notifies subscribers by means of a 24-hour bulletin service.

The information on publications and radio stations provided to subscribers is always just as current as the news items in your daily newspaper, and the bulletins are the stock ticker.

STANDARD RATE & DATA SERVICE
The National Authority
536 LAKE SHORE DRIVE
CHICAGO

Special 30-Day Approval Order

Standard Rate & Data Service,
536 Lake Shore Drive,
Chicago, Illinois

.....192..

You may send us—prepaid—the current number of Standard Rate & Data Service including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise, you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm Name Street Address
City State
Individual Signing Order Official Position

Account Changes

DELCO LIGHT COMPANY, Dayton, Delco-gas account, to the Geyer Company, of that city.

GENERAL MOTORS RADIO CORPORATION, Dayton, to Campbell-Ewald Company, Detroit.

NATIONAL RETAIL CREDIT ASSOCIATION, St. Louis, to Nelson Chesman & Company, Inc., there.

NORWICH PHARMACAL COMPANY, Norwich, New York, Unguentine for burns, Amolin deodorant and other drug and pharmaceutical products, foreign advertising account to Jordan Advertising Abroad, Inc., New York City. (Domestic advertising continued with Young & Rubicam, Inc.)

LEONARDO COMPANY, INC., New York City, Liv-dine tables and period furniture, to the Andrew Cone General Advertising Agency there.

GULF REFINING COMPANY, Pittsburgh, to the Gardner Advertising Company, New York City. Newspapers and magazines.

BURNS BROTHERS, New York, the world's largest distributors of coal, to the Weyers Advertising Company, Inc., of that city.

CENTRAL RAILROAD OF NEW JERSEY, New York City, entire advertising account to the Lay Company, Inc., there.

METAL TEXTILE CORPORATION, Orange, New Jersey, "Chore Girl," to White & Parton, Inc., New York City. Women's magazines.

W. J. SHORE, INC., New York City, industrial engineers, to Percival K. Frowert Company, Inc., there. Newspapers, with campaign in industrial publications later.

CAILLE MOTOR COMPANY, Detroit, out-board motors, to the Fred M. Randall Company, there.

PORCELAINS SLOE BODKIN, New York City, importers of old Waller Wear, to Pinsker-Lippman Company, Inc., there.

FIBRE CONDUIT COMPANY, Orangeburg, New York, Orangeburg Underfloor Duct System, to O. S. Tyson & Company, Inc., New York City.

NYANZA MILLS, Woonsocket, Rhode Island, Nyon yarns; **AMERICAN FABRICS COMPANY**, Bridgeport, Connecticut, laces and trimmings; **HARDER REFRIGERATOR CORPORATION**, Cobleskill, New York, "Harder" and "McKee" refrigerators, to the Byron G. Moon Company, Inc., New York City.

HEADLEY EMULSIFIED PRODUCTS, Philadelphia, emulsified asphalt products, to A. Eugene Michel & Staff, New York City.

ELSIE PIERCE, New York City, beautician, to Addison Vars, Inc., of that city.

\$1,500,000 Sale Aids Gillette to Clear Up Old Razor Stock

One million five hundred thousand dollars of razors were purchased recently from the Gillette Safety Razor Company by the Druggists' Supply Corporation, New York, cooperative buyer for 120 wholesale drug houses. The razors were all of the present Gillette type, the sale of which will be abandoned in the next few weeks with the introduction of a new razor, for which the company is now making extensive promotion plans. The old razors and blades will still be of use, for although the new blade will be usable in the old razor, the old type of blade cannot be used in the new razor. The blades are the manufacturer's principal source of revenue. The old Gillette blades will be taken in by the company, but not the old razors.

Gillette is now producing more than 3,000,000 blades a day, a new high record.

Three Western Agencies Adopt Hamman Name

The Pacific Coast advertising agencies—Johnston-Ayres Company, San Francisco; K. L. Hamman-Advertising, Inc., Oakland, and L. S. Gillham Company, Los Angeles and Salt Lake City—will assume the name of the Hamman-Lesan Company, of which they are already members, on January 1. Hamman-Lesan Company is affiliated with the Dunham-Lesan Company of Chicago and H. E. Lesan Advertising Agency, Inc., of New York, operated by Lesan Advertising Agencies, Inc., of which K. L. Hamman is president.

Aside from the name, the only change involved will be the combining of the San Francisco and Oakland staffs. There will be no change in personnel.

Milwaukee Stages Aerial Parade through Streets

The first parade of large airplanes throughout the business section of a city was staged in Milwaukee the other day by the Midwest Airways, Inc. Fifteen planes of all types taxied through the main streets under their own power with scores of extra policemen lining the streets to protect the public from the whirling propellers.

The event was staged in connection with a special aviation week to promote interest in the new municipal airport.

\$3,000,000,000.00

Rotarians Carry Three Billion Dollars in Life Insurance*

And Pay Annual Premiums
of More Than \$100,000,000

THESE statements are based on a "cross section" analysis which indicates that 91.25% of Rotarians carry life insurance; that the average amount of insurance carried is \$24,625.00; that the average age is forty-six.

Astonishing figures!—a remarkable barometer of the income and wealth, the business aggressiveness, the substantial buying power of a very substantial citizen—the average Rotarian.

There are 136,000 Rotarians who, with their families, buy the kind of products or services you have to sell—a select group with far greater than average income, able to afford the best that you have to offer.

You can reach them all through a single publication, at reasonable cost, by using the pages of

THE ROTARIAN

The Magazine of Service

Chicago Evening Post Building, Chicago

Eastern Representative

WELLS W. CONSTANTINE

7 West 16th Street

New York, N. Y.

Midwest Representative

F. W. HENKEL

306 S. Wabash Avenue

Chicago, Illinois

*Based on facts given us by 297 readers of the Rotarian, whose names were picked at random from 297 clubs in 297 different towns and cities in United States and Canada—a true cross section of the Rotarian's entire circulation of 136,000.

Of this group, 271, or 91.25%, carry life insurance amounting to \$6,681,600.00—an average of \$24,625.00 each. Based on the same figures and averages for the total circulation of 136,000, Rotarians carry life insurance totaling \$3,059,728,935.00.

COLOR is available in the Rotarian at small extra cost—two-color inside pages and four-color process covers and inserts. Rates and complete circulation data will be promptly furnished on request.

5 KEY Markets In Texas

Dallas San Antonio
Fort Worth Houston
Beaumont

A Department of Commerce survey of Beaumont Trade Territory conclusively proves it to be the Fifth Market in Texas and the Third Market for Louisiana.

No campaign will be complete without the

BEAUMONT ENTERPRISE AND THE BEAUMONT JOURNAL

Home delivered throughout Southeast Texas and Southwest Louisiana

"Ask BECKWITH, He Knows"

QUICK DISTRIBUTION IN NORTHERN CALIFORNIA

A highly rated wholesale distributor who has a well trained and intelligent sales organization is seeking an additional line.

Now representing several nationally advertised radio sets and other allied equipment. Can secure complete and permanent distribution of merchandise in the northern California market. Not necessary for article to be related to the radio industry.

Prefers article whose sales' peak occurs during the summer months. Organization is well financed.

ROBERT WEINSTOCK, Inc.
643 Mission Street
San Francisco, California

Soda Dispensers' Contest Doubles Tea Sales

TO make the soda fountain customer drink more tea on the advice of the soda dispenser is the plan of the tea ball tag contest now being offered to soda dispensers throughout the country via full-page advertisements in a leading soda fountain publication.

The India Tea Bureau is a cooperative organization of India tea growers. India tea is sold in this country under many well-known brand names, such as White Rose, Tetley's, etc. Realizing that anything it could do to make America more tea conscious would help India tea growers, even if part of the effort were advantageous to competitive teas, the India Tea Bureau started in July to advertise its Thousand Dollar Tea Ball Tag Contest. The first advertisement tells the story: "Open to soda dispensers everywhere. Easy, pleasant, profitable. No letters to write. No windows to dress. No puzzles to solve. Nothing to do but to save the tags from the tea balls you sell."

"Contest starts August 1. Continues through November. Four whole months. Awards made every month. You may win \$75 in cash each month for four months. Doesn't \$300 look good to you? If you miss the big money, there are twenty-two additional cash prizes to shoot at. You may win if you try. You won't if you don't. Here's how to win!"

"After you have served your customers tea (iced or hot), save the tea ball tags. Then, having made a start, keep it up. Every tag counts. Every month for four good months twenty-four cash prizes will be awarded. Your chance is as good as the next fellow's."

Prizes are given in two classes, those tags bearing the map of India, the trade-mark of the India Tea Bureau, and those without. That sales have been increased by this contest is definitely proved by these statistics of A. C. Steitenroth, who has won the contest the first three months. The first month he won with 1,140 tags. The second month he won first again with 2,142 tags, and the third month his 3,450 tags again were first. Thus the increase of his tea ball sales is almost 100 per cent a month. Other prize winnings followed along about the same percentage ratio.

According to L. Beling, director of the India Tea Bureau, one large jobber in Boston has asked his salesmen to distribute literature on the contest.

Other jobbers are expected to follow suit and in this way the trade will be made to realize the potentialities of tea selling via the soda fountain.

Government Publishes 535-Page Hand Book on Market Data

In its Hand Book of Market Data (535 pages), just issued, the Department of Commerce, Domestic Division, has brought together a vast amount of young and old statistics broken down by counties and arranged to show successively consumer, farm and industrial markets with a final tabulation—occupying 318 pages—of the number of manufacturing establishments by counties and groups of industries.

The consumer market items run across two broad pages under twenty different headings. They embrace everything generally found in such compendiums, from population counts and analyses to numbers of all retail and wholesale outlets. A new feature is a county segregation of total daily, Sunday and weekly circulations (1927), adjacent to a column showing similar detail of combined circulations (1928) of fifteen magazines. The population figures are of 1920, a majority of the others of 1927. The most recent are total bank deposits and weekly newspaper circulations of January 1, 1928, and savings bank deposits and farm telephones of January 1, 1929.

There are sixteen headings of farm statistics, chiefly of 1925, dealing with number of farms, percentage of tenancy, population, acreage buildings and products.

The industrial market analysis fills twelve columns for each county—the main items from the Census of Manufacturers, supplemented by value of mining products and number of mine employes, number of motor trucks and number of industrial and commercial users of electric current.

This is the most comprehensive collection of information of its kind drawn from Government and private sources. Its value is enhanced by maps of trading territories.

A. F. A. Issues Club Booklet

The Advertising Federation of America has published a booklet listing the regular meeting dates of member clubs.

NY = 3,000

WHY fuss around selling thousands of small towns when a single market can buy a huge share of your production? The population of New York City is five times as great as Iowa's 425 incorporated cities . . . six times the 525 cities of Kansas! It is greater than all the towns of 2,500-5,000 population in America, greater than all the 5,000-10,000 cities! New York is a big market!



The mass consumption of ten million people spreads margins, butters profits. In many instances volume shipments to New York are cheaper than l. c. l. or broken case deliveries elsewhere. Local warehouse facilities shared by hundreds of producers minimize pro-rated overhead on any one. Your specialty salesmen get in full days' work instead of full day waits between calls. New York City has more outlets than most states. And lastly, advertising costs less in New York because a single medium reaches almost everyone.

The News covers seven-tenths of the families. By itself alone it can carry your message to the New York audience because it reaches a two-thirds majority in every income group except the lowest, and more in the suburbs than any other paper. It presents your copy more effectively—even small advertisements stand out on the small-size page. And it costs less per reader, per penetration, per buying influence than any paper in New York. To get more action in the New York market consider carefully—The News.

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

25 PARK PLACE, NEW YORK

Tribune Tower, Chicago + Kohl Bldg., San Francisco





NOTHING LIKE IT!

The National Advertising Records have no serious competitors.

AGENCIES - PUBLISHERS - STATISTICAL ORGANIZATIONS Need Them

Agencies

Using *THE RECORDS* determine the space and media used by each advertiser, and by making proper use of the analytical tables month by month space buying and campaign planning become almost an exact science.

Publishers

Use *THE RECORDS* to know the actual performance of any given publication, month by month, and its real relationship and standing.

Statistical Organizations

Use *THE RECORDS* to gather correct data about advertising expenditures. The analytical tables are a fine BAROMETER OF BUSINESS.

The *COST* is small—
The *SERVICE* is great

Let our nearest office show them.

NATIONAL REGISTER PUBLISHING CO.

Sole Sales Agents

245 Fifth Ave. New York, N. Y.
Boston - Chicago - San Francisco



Real Jobs for Real Men

Since July 1, 1919, we have worked with more than a thousand employers in locating and investigating capable men for responsible positions. All charges for *PLACEMENT* service are paid by the employers.

Because we have found that most men know very little about how to sell their services, we maintain a service department designed to help capable men. Through this department an able man now employed may have brought to his attention in confidence, at slight expense, all positions open with our clients.

FLETCHER'S

has spent \$100,000 in research and development work. We have worked with thousands of men. Naturally, we must have learned many things which would help you. Right now, we have a new 96-page booklet entitled "To Him That Hath—", which explains our work and tells you how to distinguish between A job and the RIGHT job. It is practically a correspondence course in how to sell your services—but you don't have to solve problems. The charge is 25 cents—enough, we hope, to discourage inferior men.

New, interesting, helpful information—that is what you will get by return mail if you send for this booklet today.

WILLIAM L. FLETCHER, INC.
Personnel Managers and Counselors
8 Newbury Street, Suite 972
BOSTON, MASSACHUSETTS

Sales Doubled When We Overhauled Our Sales Plan

(Continued from page 437)

the scheme was put to the test with the newspaper and merchandising campaign already mentioned. For the first week of the campaign, space was taken for three 1,000-line advertisements in the *New York Evening Journal* and the *Newark Evening News*. After that, one 300-line advertisement on Monday and a 600-line advertisement on Thursday was used in each paper. The exception to this was before Thanksgiving and during the Christmas holidays, when 600-line advertisements were employed.

Contacting Dealers

Before the campaign was opened, newspapers sent their promotional men around to present and prospective outlets, describing the campaign and pointing out to dealers the opportunities for increasing pie sales it afforded. Our own divisional sales managers followed closely on the heels of the newspapermen, armed with the pies and the merchandising helps described. They had previously been schooled to an understanding and appreciation of the campaign. In most instances the divisional sales managers were adequate to this task. But the local sales manager went out after the tough nuts and larger outlets, such as chain groceries and restaurants. That is, they went to the buyers and executives of such organizations, although the divisional sales managers did good promotional work in calling on store managers of chains already signed up. Largely through the effective contacts of driver salesmen with store managers, sales in the largest chain grocery organization in the New York area were increased to the tune of the same ratio as the general increase secured, and a good number of units in the chain which had not previously handled them stocked them.

The campaign opened in the New York area June 20th. As this is written, we have 50 per cent more outlets than we had when it began. There has been an increase of about 100 per cent in the total volume of sales, and the sales of the dealers that we already had have increased about 50 per cent. But this recitation of results in percentages does only part justice to the accomplishment, because the campaign was put on during the summer months. During the summer months there is normally a marked recession in the demand for pie. The

campaign might well have been counted successful if there had been only a slight increase in volume.

The high points of interest in the advertisements were realistic halftones of cuts of Mrs. Wagner's pies, indicating better than could any words, the flakiness of the crust and the lusciousness of the filling. But in the 600-line advertisements plenty of printed description was employed as well. "Plump, luscious blackberries, oozing their own richly sweetened juices. . . ." opens a typical piece of copy in one of these larger advertisements.

In the campaign in the New York area the newspaper campaign was bulwarked with a broadside mailed to present and prospective dealers. It contained reproductions of typical newspaper advertisements on good quality calendered stock in two colors, and at the top was a tab which could be torn off and used as a window sticker. Dealers were told, "These powerful and persuasive advertisements are appearing twice a week in the *Newark News* and the *New York Evening Journal*."

In Use in Other Cities

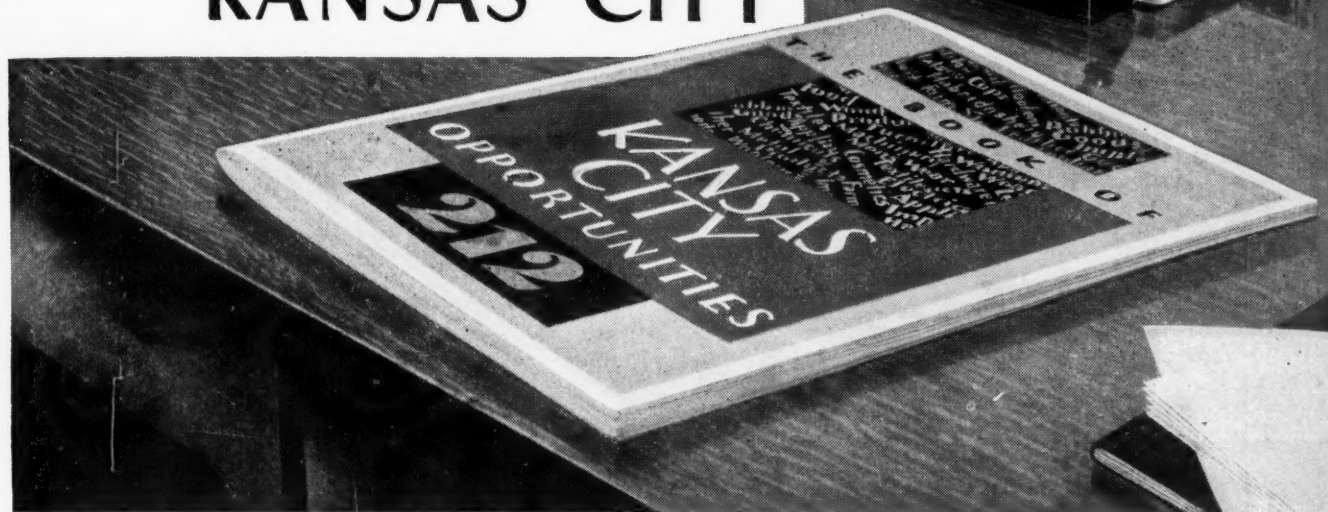
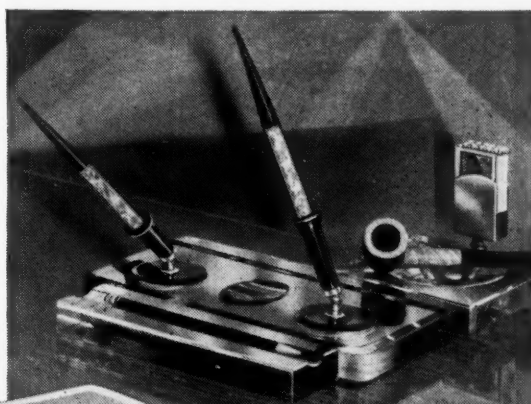
With very slight modifications, the New York campaign is being transferred to Chicago and Detroit, and it will presently be put into operation in Baltimore. The promotional departments of the newspapers employed are being utilized to the full, just as they were in New York. Just as carefully worked out merchandising plans are being employed.

From the showing made in the New York area, including representative sections of Brooklyn and Queens as well as Manhattan and Newark, there can be little doubt of the nature of the results to be anticipated. No mailing piece is being employed in these other cities, as that was extra effort to offset the summer slump in New York. But in Detroit the newspaper being used is sending out a four-page broadside in two colors on news-print stock, which reproduces typical newspaper advertisements.

Raise Cadillac Prices

Prices of Cadillac and LaSalle motor cars were increased this week from \$100 to \$300. Prices have been adjusted to conform with increased costs in producing the new Cadillac and LaSalle cars, L. P. Fisher, president of the Cadillac Motor Car Company, explained.

212 MANUFACTURING OPPORTUNITIES *in* KANSAS CITY



... a **FACT BOOK** *written for Business Executives*

INTENDED *not* for general distribution but for executives in businesses, large and small, who are scanning the industrial horizon for lucrative markets that will yield readily . . . profitably . . . to more intensive marketing, this book was written.

It does not deal in generalities, nor in biased opinions. It invites no industry that cannot find an existing, *profitable* market.

It does deal in facts, generously, leaving individual conclusions of this market's

merit to be judged by the reader. And, for the executive who looks even further than the market . . . into the living conditions that will surround and affect the output of his workers . . . it gives a pictorial glimpse of the nearby play-places for working man and executive when business is laid aside.

A fact-book you may have . . . a copy not only for yourself but for any other executive in your company concerned with growth, distribution or transportation economies.



INDUSTRIAL COMMITTEE OF THE CHAMBER OF COMMERCE

KANSAS CITY

MISSOURI
NEAREST BY AIR TO EVERYWHERE



Economical transportation is important. You can reach 15 million people at lower freight cost from Kansas City than from any other metropolis.



I am interested in this industry:

and I attach the coupon to my letterhead as assurance of my interest, without obligation, of course.

Name _____

Address _____

101229



EMPLOYMENT THE CRUX: There is no more favorable augury for the future than the general recognition that maintenance of full employment at good pay is essential to continued prosperity. The idea was not born of the present state of affairs. In Great Britain the baneful effect upon industry of idleness among the masses has long been manifest. The contrary conditions in this country, and their reflection in sustained consumer buying power, fully confirm all that has been said in support of the theory, as it was once called, that wages are the blood stream of trade. Employees had 46 per cent of all the reportable income in 1924 (nearly thirty billion dollars) when the taxable minimum was still low. They had most of the remaining fifty billion dollars of the national income which was divided among ninety million people whose incomes were not large enough to report. . . . But it is one thing passively to accept an explanation of happy conditions and quite another to take an active part in preventing any check in the cause of them. President Hoover has given evidence of his understanding of the facts by his conferences with business leaders, designed to mobilize plans for action, and the results are seen in announcements of the great programs that give assurance of jobs for multitudes of people. . . . This is admirable as far as it goes. Big business, heartened by his resolute leadership and admonished by the lessons of lapses in the past, is pressing forward with confidence in the soundness of its position. Its example is inspiring. Let it not be forgotten, however, that helpfulness, engendered by what others do, which is not translated into individual deeds is of small avail. Each of us can do his bit in swelling the benefits that all will share. It is all very well to applaud those who in a large way feed the sources of buying power, but in furtherance of the common cause all have a part and every shirker or half-hearted performance weakens the driving power behind it. Representative bodies and committees can do much. They cannot do it all.

DISPARAGEMENT ADVERTISING: La Lasine, a new mouth antiseptic, is being advertised in copy which, mentioning no names, implicitly assails Listerine as old-fashioned because it is put up in bottles stoppered with a cork. The text of the copy is the advantages of the new over the old, and the theme is developed by illustrations of a bottle opened by a corkscrew opposite a flask fitted with a screw cap, a rotund female bather in Victorian flounces confronted by a slim figure of youthful grace clad in a one-piece swimming suit of today, an automobile of ancient carriage type contrasted with a smart speed model of 1929, a gentleman of the age of whiskers

and flowing moustaches vis-a-vis a sophomore of our time in the clothes of the best dressed college boy. A box in text deals with halitosis, which we have been taught to regard as the scourge of the modern wall flower, in rather summary fashion as a product of "debris film" that yields to daily washings with Lasine. . . . The ultra modern may see in this merely a warning against packaging that is not up to the minute, and point to the danger of any association, however superficial, with bygone customs. We certainly live amidst lightning changes, and are apt to be shoved aside if we do not keep up with the step-lively spirit of the multitude. Here, while we are still talking about the new use idea, which opened a whole school of merchandising practices hidden from our fathers, we find one of the most successful proponents of novelty in application cited for dawdling in the rut of outworn containers. . . . Those who do not only laugh at vicissitudes of our restless energies in pursuit of popular acclaim are likely to question an innovation in advertising which converts the methods of spirited emulation, that seeks the accolade of success by demonstration of superior qualities, into doubtful expedients of disparagement of competitive products. Such attacks are not wholly new. They are encouraged by the thought that controversy gets attention. But attention is not everything in advertising.

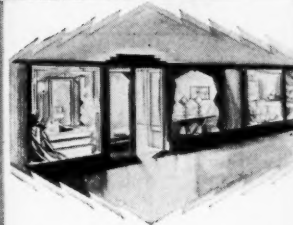
COMMODITY PRICES: Although there has been a fairly steady sagging of commodity prices in the last few months, from a peak this year of ninety-nine to a little above ninety-two, as measured by the Irving Fisher index number, there is little or no evidence that the trend has had any association with speculation in commodities or securities, except so far as the option markets are concerned. Credit conditions and the confirmed habit of limited buying have undoubtedly exercised an influence against any propensity to inflation. It is probable that increased efficiency and diminished costs of production have been factors in keeping prices down. This is indicated by the fact that industrial corporation profits expanded rapidly during part of the time when commodity prices were receding. Whether easing of the credit market will tend to reverse the ebbing tide of prices remains to be seen. . . . In the main the price level responds closely to operation of the law of supply and demand. Unusual conditions during most of this year have interfered to some extent with wholly natural results. But we seem to be entering a period of more nearly normal conditions in which the commodity price movement will have greater significance. For this reason the index of prices, usually a good clue to profit margins, should be studied with great care. Competent opinions as to its future are by no means unanimous, but the weight of authority favors the view that continued retrogression is at an end for the present. Much depends, of course, on the state of business and especially on maintenance of consumer demand at the current high level. (11)



THE Merchandise Mart will place a comprehensive, permanent display of modern merchandise in manufacturers' salesrooms within a night's journey by rail and four hours by air from a territory embracing 47% of the country's population, 70% of its wholesale sales, and 65% of its retail outlets.

Of eighteen floors and a central tower of six additional floors, the building will comprise 4,000,000 square feet of floor space, or approximately 200,000 square feet to the floor.

CONCENTRATE AT CHICAGO



TODAY'S vital message to America's makers and wholesale sellers of general merchandise is a message founded solidly upon today's economic needs. It says unequivocally, tersely, with complete authority, *Concentrate at Chicago!*

Concentrate your sales activities here because here will be attracted the merchant buying power of the nation. Scattered sales offices and sales organizations are no longer feasible. Concentrate at Chicago because Chicago, not merely today's great center but tomorrow's greater center, holds the fullest measure of success for you.

Concentrate in *The Merchandise Mart* at Chicago! Join the others of your industry who will be found participating in the benefits of the New Economy—in modern, well-lighted, practical sales and display rooms along the broad corridors of the Colossus of Marketplaces.

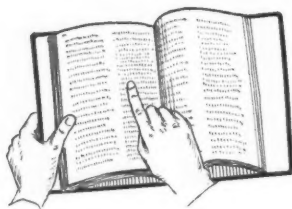
Join them in this wholesale city under one roof so that your customers may have the economical advantage of shopping leisurely, deliberately, on a single floor. Experience the frequent visit of merchants who will come to market oftener, spend less time, buy more, and have more time left for selling at the store.

Join the leaders in your industry in the benefits of a merger of efforts—stand side to side with your allies and note a new moral tone that reaches and affects everyone.

The trade will expect to find you there—on *your* floor at The Merchandise Mart. Blue prints of desirable sales, display and flexible storage space should be requested now. Occupancy early in 1930. Address,

THE MERCHANDISE MART

215 WEST WACKER DRIVE, CHICAGO



Just What
You Want
to Know About

Advertising in the South!

The "Reference Book" of
Southern Advertising Activities

1930 Annual Review Number of SOUTHERN ADVERTISING AND PUBLISHING

Distinctively Southern in its contents. Among other things:

Complete, up-to-date list of Southern advertising agencies. List of Southern advertising accounts, with names of products, advertising executives and agency connections.

Complete list of publishers' representatives and their publications. Pictorial reviews of advertising in and from the South, during 1929. Feature articles on merchandising methods that have been successful in the South. . . . Your advertisement should be in this Annual Review Number!

Out in March

First Forms Close February 5

Final Forms Close February 15

SOUTHERN ADVERTISING & PUBLISHING
MORTGAGE GUARANTEE BUILDING - ATLANTA, GA.

A Sales Manager Ready to work—anywhere— not the desk type

Possesses a personality inspiring confidence and productive of results in others. Knowledge of selling and sales direction in all its phases gained through hard experience.

Thoroughly conversant with direct to the consumer, direct to the manufacturer (equipment) and wholesale jobber and dealer distribution and sales problems. Well grounded in the financial structures of sales organizations and branches—having built them.

Forty-three years of age and selling experience packed in twenty of them.

Address Box 215, SALES MANAGEMENT
420 Lexington Ave. - New York, N. Y.

How Armour Humanizes a Big Business

(Continued from page 435)

month later in the North, publishing a full-page advertisement over the president's name in thirty farm papers, then following this with commercial advertisements in the same media. These editorial advertisements are educational in character, stressing the importance of science, economics, and management on the farm, pointing out the necessity of plant feeding, and making the application to Armour fertilizers.

Farmers are encouraged to write the president concerning their problems and many of them accept the invitation! Many of them ask similar questions, of course, so we have prepared a list of more than twenty which are asked most frequently.

In our commercial advertising, we publish a coupon inviting readers to send for copy of an almanac which we have published for the past thirty-two years and which now has a distribution of 350,000 copies a year.

No Advertising in Almanac

This is another feature of our institutional advertising and is one in which we take a great deal of pride. I personally designed the cover of the first issue and have designed a number since. The publication carries a great deal of valuable scientific material of direct helpfulness to the farmers and it does not carry a word of Armour fertilizer advertising except the name of the company. The several articles all pertain to the general subject of fertilizer, but not to Armour fertilizer. They are written by prominent agricultural authorities, usually professors in agricultural colleges, state chemists, and control officials.

During the first 120 days of our advertising campaign last season, 10,528 coupons were sent in and they are still coming. The total for the year will be between 15,000 and 20,000. Incidentally, about the first of November each year those who have received the almanac in previous years begin to write us to be sure to send them one for the coming year.

It is hardly necessary for me to point out that the American farmer is not the "hay-seed" of popular conception. He has made great progress in recent years and present indications are that his progress is about to be greatly accelerated.

Nevertheless, we believe that he will continue to prefer persons to things, hence we shall continue to strive for the merit of being just "real folks."

THESE 10

Trimmed Sizes

FOR
Printed Pieces
CUT WITHOUT WASTE

FROM

4 paper sheet sizes in stock

26 x 29

25 x 38

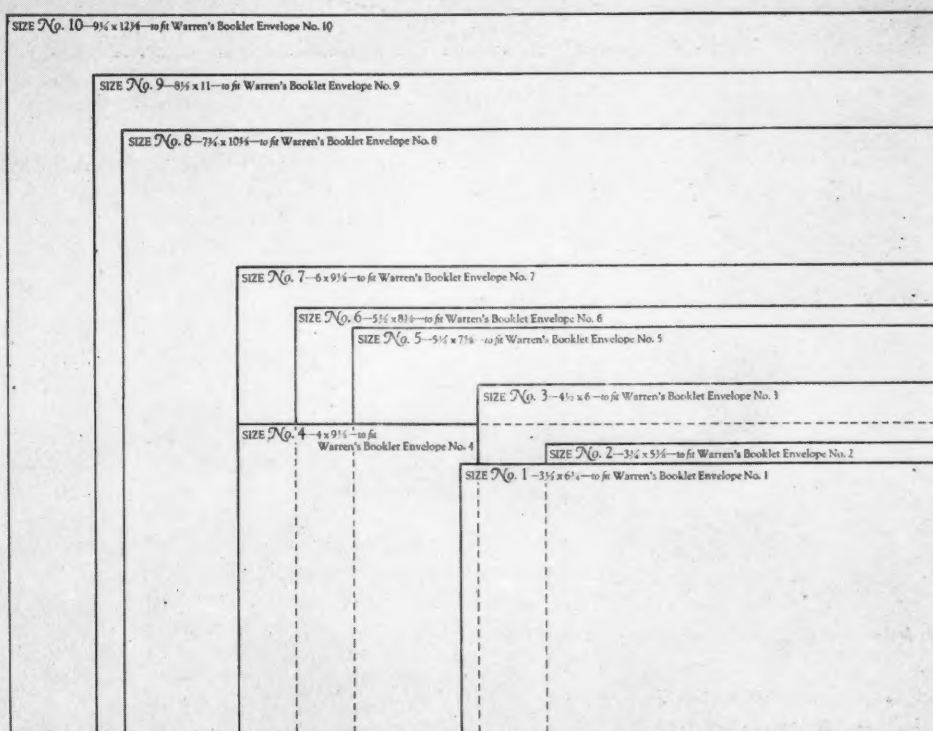
32 x 44

35 x 45

and WARREN'S BOOKLET ENVELOPES to fit are
carried in stocks of paper merchants handling
Warren's Standard Printing Papers.

Use

- SIZE No. 1—For envelope enclosures
(Fit Warren's Booklet Envelope No. 1) Cuts from 26 x 29
- SIZE No. 2—For small booklets or folders
(Fit Warren's Booklet Envelope No. 2) Cuts from 25 x 38
- SIZE No. 3—For folders or small booklets
(Fit Warren's Booklet Envelope No. 3) Cuts from 25 x 38
- SIZE No. 4—For letter enclosures
(Fit Warren's Booklet Envelope No. 4) Cuts from 25 x 38
- SIZE No. 5—For pocket size pieces
(Fit Warren's Booklet Envelope No. 5) Cuts from 25 x 38
- SIZE No. 6—For booklets and small catalogs
(Fit Warren's Booklet Envelope No. 6) Cuts from 25 x 38
- SIZE No. 7—For catalogs and booklets
(Fit Warren's Booklet Envelope No. 7) Cuts from 25 x 38
- SIZE No. 8—For purchasing agents' pieces
(Fit Warren's Booklet Envelope No. 8) Cuts from 32 x 44
- SIZE No. 9—For filing size pieces
(Fit Warren's Booklet Envelope No. 9) Cuts from 35 x 45
- SIZE No. 10—For large area pieces
(Fit Warren's Booklet Envelope No. 10) Cuts from 35 x 45



The actual size of this chart is 11" x 17"

Fit your booklet sizes to the Warren chart and save money

YOUR booklet and someone else's may not differ much in size. Perhaps only a fraction of an inch each way. Yet one of them cost a lot more to print than the other.

Why? Just because that fraction of an inch made one booklet a non-standard size. Special-sized paper and special envelopes had to be made. The job required special handling throughout.

Your printer doesn't make money on these special operations. But he has to charge you for them. They're part of the overhead that odd-size jobs always entail. And they do come high!

Why not avoid this extra cost? It's easy enough

to do. And the quality of your mailing pieces won't suffer.

Just ask your printer for the new Warren Chart of Sizes for Mailing Pieces. It carries actual-size diagrams of mailing piece sizes—plenty for all practical needs. There's a swatch of envelopes, too, showing sizes that fit each mailing piece.

Keep the Chart right under the glass on your desk. It's a handy size—only 11" x 17". When you want to get out a booklet or folder, just select the size you need—and have your dummy cut to fit.

That dummy will be standard. It will fit Warren standard envelopes. It will cut without waste from

standard sized paper sheets. And those sheets fit standard presses—no waste press area.

No waste time, either. Standard sheets and envelopes are always on hand at the paper merchant's. Your printer can get them at a moment's notice. He's not held up by slow delivery. And he can give his whole time to turning out a really fine job for you.

Ask your printer for one of these Charts. Keep it handy where you can use it. It will save lots of trouble in planning mailing pieces—and you'll be helping your printer to save *your* money.

If he can't supply you, write direct to us.



S. D. WARREN COMPANY, 101 Milk Street, Boston, Massachusetts

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Are You Proud of Your LETTERHEAD?



You should be! If your letterhead doesn't do justice to your business, it's you who are the loser. For--your letterhead is you--and you can't prevent customers and prospects from judging you by it. How could we improve your letterhead? Let us answer that by sending you samples of letterheads we've created. No obligation. Merely pin this advertisement to your letterhead, and mail to us--today!

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If you want extra copies of this issue please order promptly, as our supply is frequently exhausted a week after date of issue.

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PHOTOGRAPHS

How to Plan and Use a Standard Sales Presentation

(Continued from page 449)

any kind of demonstration or presentation because my experience is that if the presentation suggested were enforced and did not work, the dealer would say: 'We did as you told us and did not get the answer.' Therefore, it is my thought that we should put a man's job up to him and give him such information as will enable him to understand thoroughly what he has to do, and if he does not apply it in the proper way he is not a very good business man or a very good salesman."

The Frigidaire Corporation has had considerable experience attempting to get their dealers to use a standard sales presentation. R. L. Lee, sales promotion manager, says:

"We suggest that all dealers learn the standard sales talk. We keep pecking at them from time to time, but it would not be true to say that we require them to learn it. The arguments we use to sell them on the idea might be as follows:

Selling Dealers the Idea

"The product for which you ask the prospect to pay a considerable amount of money will appear worth that amount only in the degree with which you have logically, completely and enthusiastically told the Frigidaire story. The story, therefore, must be worthy of the product.

"The standard presentation incorporates the best of the selling experience of thousands. The words employed have been selected after great care. If you, Mr. Dealer, feel capable of formulating your own presentation plan, and if you have the time, by all means do so.

"The experience of thousands of successful dealers and salesmen, however, proves that the standard presentation will save you time and energy and will enable you to produce sales results more quickly.

"Mr. Dealer, the most successful specialty selling organizations in the world are the strongest advocates of the standard presentation and we sincerely believe the time you spend in memorizing the standard story will pay you big dividends."

A method for printing a standard sales presentation in such a way as to make it simpler for the salesman to memorize the presentation has been used with great success by C. K. Woodbridge, former president of the

Kelvinator Corporation, who says:

"I have gone so far in the preparation of a standard sales talk as to arrange it so that each paragraph begins with a letter so that from top to bottom the first letter of each paragraph made up a complete word. This was for the purpose of memorizing."

The Dictaphone Corporation uses this method with success, the first letter of each important section of the Dictaphone standard sales talk spelling out the word "Dictaphone," as shown by the following instructions to salesmen:

"Learn the key (below) first and use it to assist you in memorizing the talk:

"D ictaphone History

"I mportance

"C onvenience

"T ime Saving

"A daptability

"P rompt Use

"H igh Overhead Reduced

"O rganization

"N ow Used Everywhere

"E very Line of Business."

It is readily apparent that this method is of great value to the salesman in memorizing his sales talk. For example, under "C" for "Convenience," the key letter reminds the salesman of this part of his talk:

"C" for "Convenience"

"Convenience: The Dictaphone enables the executive or dictator to dictate when and how he wishes—for the Dictaphone has no speed limit—no office hours—no vacation time.

Many companies are using the so-called "album" demonstration, where the salesman uses a book of fair size, on which are pictures with captions which serve as a reminder to the salesman for his sales talk. In printing the talk in a booklet for the salesman to use in memorizing, a useful method to follow is to leave space over the part to be memorized and under the caption, in which space the salesman can sketch the general appearance of the album page to which that particular part of his talk applies. This helps in memorizing and helps to fix the talk so that the salesman cannot forget it.

(The material Mr. Hay has presented in his three articles will be incorporated in a book on "The Job of the Sales Manager.")

Survey of Surveys

(Continued from page 426)

population of over half a million. In the next group we put those counties with cities of a population of 100,000 to 500,000. And so on down through the various-sized groups.

"Through a close study of various sections of the country we arrived at the conclusion that down to a certain point practically all of those towns within the county whose center was a larger town were really suburban towns to this larger center, and that by breaking the circulation down by county groups we could segregate those towns which were *independent* towns and those towns which were *suburban* towns."

For Example

Summit County, Ohio, is then given as an illustration of the fallacy of calling all so-called small-town circulation small town in character as well as in number of people. Summit County has 272,801 population. Akron, as its big city center, has 208,435. There are nineteen other towns in the county having a total of 64,366 population.

According to *Household Magazine* ten of these nineteen, with a total of 60,577 population, are essentially suburbs of Akron, whereas eight others (one seems to have been lost in the shuffle) have but 3,789 population, and are actually what space buyers would regard as typical small towns.

Next in this study we find a table showing the coverage offered by the six "leading women's magazines," (*Ladies' Home Journal*, *Woman's Home Companion*, *Good Housekeeping*, *Pictorial Review*, *McCall's* and *Delineator*) in the counties having cities of 25,000 and over, vs. the coverage offered by these same magazines in counties having towns of 25,000 and under. It is seen that there are 8,501,599 native white families in the counties having towns of 25,000 and over, and 10,256,954 native white families in counties whose largest cities were under 25,000. The circulation of the women's magazines (not discounting for duplication) in the 25,000 and over counties is 8,123,322. This gives a 96 per cent coverage of these counties by the six women's magazines. *Household Magazine*, it is said, adds but 3 per cent to this total. In the counties whose cities are under 25,000, the metropolitan circulation (not discounting for duplication) is only 4,757,815, giving a comparatively poor coverage—46 per cent. In this case, *Household's* 1,382,798 in these counties adds 13.48 per cent to the total coverage. Similar breakdowns are also given as of J. Walter Thompson trading areas and Department of Commerce wholesale grocery areas.

Despite the fact that there is a mistake in percentage computation on *Ladies' Home Journal* (14.36 per cent should be 17.89 per cent), which *Household* has asked that we correct, and with the reservation that the whole study should be seen and checked before being generally accepted, we wish to agree that the figures shown in this far-too-brief booklet suggest the worth-while-ness of a further investigation of the small-town field coverage.

Copies of this booklet are available direct from W. L. Davidson, advertising manager, *Household Magazine*, 420 Lexington Avenue, New York City, and through this column.

The Day Before Christmas is a date for



DUR-O-LITE

A BEAUTIFUL Dur-O-Lite Pencil will give your Christmas greeting new meaning—will stay in the hearts of your business friends long after the season of annual cheer is past—will bring lasting good will to you throughout the new year.

A Dur-O-Lite Pencil is designed to be remembered and used gratefully by every business man who appreciates perfect writing ease. As a holiday gift it breaks down the formalities of business contacts. It is a practical remembrance that daily advertises your business, your product and your own personal regard for the people whose friendship you value.

There is a Dur-O-Lite Pencil for every purpose, in many sizes, in many colors, each equipped with a non-breakable barrel, simple propel and repel lead mechanism, locked lead chamber to keep the leads in, plus the advantage of loading from either end of the tip.

It Is Not Yet Too Late to Order Your Christmas Dur-O-Lites

Many individuals and firms are using Dur-O-Lites to promote business friendships. We have collected a number of the most effective methods—*assembled them in a printed folder which is yours for the asking. Just tear out this ad and enclose it with your business letter-head and we will send you a copy by return mail.*

For CHRISTMAS DUR-O-LITES—write or wire your requirements as to color, size, imprint and price or ask your local stationer.

The Dur-O-Lite Pencil Company

4541 Ravenswood Avenue, Chicago, Illinois

Eastern Sales Office
26 Cortlandt Street
New York City

Western Representatives
A. L. JONES, INC.
San Francisco, California

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive, equals 100)

Year 1929	Year 1928
Aug. 3 136	Aug. 4 131
Aug. 10 ... 136	Aug. 11 ... 134
Aug. 17 ... 134	Aug. 18 ... 136
Aug. 24 ... 136	Aug. 25 ... 141
Aug. 31 ... 140	Sept. 1 138
Sept. 7 ... 140	Sept. 8 132
Sept. 14 ... 139	Sept. 15 ... 130
Sept. 21 ... 145	Sept. 22 ... 145
Sept. 28 ... 135	Sept. 29 ... 144
Oct. 5 125	Oct. 6 143
Oct. 12 ... 124	Oct. 13 ... 142
Oct. 19 ... 123	Oct. 20 ... 140
Oct. 26 ... 116	Oct. 27 ... 137
Nov. 2 ... 108	Nov. 3 132
Nov. 9 ... 103	Nov. 10 ... 127
Nov. 16 ... 103	Nov. 17 ... 130
Nov. 23 ... 100	Nov. 24 ... 133
Nov. 30 ... 98	Dec. 1 134

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity are based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

Mayer Gets Beautician

Herbert Mayer, formerly managing editor of the *Mid-Week Pictorial*, published by the *New York Times*, has purchased the *Beautician*, monthly trade journal published at New York City. The first issue under the new ownership will appear December 23. Philip Schuyler of the International Telephone & Telegraph Corporation is a director of the new publishing company.

Investigates Resale Prices

The Federal Trade Commission has sent out a new questionnaire in connection with its inquiry into resale price maintenance, it is shown in the commission's monthly statement of work made public recently. Comparison will be made of prices charged for price maintained goods and for non-price maintained goods as well as of the results of price-cutting and price maintenance.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.
Cash Basis Only. Remittance Must Accompany Order.

SALES PROMOTION

CAN YOUR SALES LITERATURE BE MADE more effective? We have a national reputation for results. Send us what you are now using. Let us tell you if it can be strengthened. Let us work out new sales promotion plans. Quick Air-mail Service. Address CLYMAN, 1025 Balboa St., San Francisco, California.

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nation-wide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit Sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

POSITION WANTED

SALES MANAGER-SALESMAN—JUST TURNED forty—conducted own business and previous to that with large corporation controlling two million dollar business, is seeking an immediate connection as executive or salesman with high-grade line. Opportunity and permanence more important than salary, although minimum earnings should be around \$6,000.00 per year. Grocery trade experience in Eastern States; also some experience in intangibles. Address Box 212, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

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BUSINESS OPPORTUNITY FOR A REAL merchandiser. I am looking for a party to take charge of merchandising a full line of soaps and toilet preparations for a concern in business fifty years. A small investment necessary; will share in profits. Give experience, salary and references in first letter. Address Box 209, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

EXECUTIVES — CAPABLE OF EARNING from \$5,000 to \$50,000 per year can make profitable contracts in all parts of the United States through our service. Confidential and reliable. Write for particulars, Associated Executive Service, Inc., 1204 Colonial Bldg., Philadelphia, Pa.

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements; your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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Namapco Map System in Sales Conference Room, Continental Oil Company, Denver, Colorado

Know Your Market and Master It With NAMAPCO Washable Maps

In these days, the distribution of gasoline has become a necessary service to the public. To make sure of adequate distribution of their product and satisfying service to their trade (and at the same time to serve their own business interests to best advantage), the Continental Oil Company uses a set of Namapco Maps.

They have found, as have leading manufacturers in other lines, that when they put their business on maps, they immediately become more completely masters of their market. Such maps tell them at a glance what territories are producing profitable business, what sections are falling down, and what markets are being overlooked or neglected. They can see just where aggressive work is needed to make each territory produce the business that it should.

With Namapco Washable Maps, you can visualize your whole territory in one business picture. Maps can tell more, tell it quicker and tell it better than any other medium yet devised. They conserve mental energy, save time, increase efficiency, and build bigger business.

If you do not already use such maps, now is a splendid time to install a Namapco Map System, enter present conditions upon it, and put it to work to help you produce bigger business in 1930. Maps and fixtures are available in various convenient sizes to accommodate from two to sixty maps. They are so flexible that new wings and maps can be added as territory is increased. Whether your business is large or small, there is a Namapco System to fit it.

Tell us (1) what you sell, (2) method of selling, and (3) your selling territory, and we will show you the kind of a map system you should have, how you can use it effectively and profitably, and how you can add to it as business demands. Address our home office, 912 Murphy Building, Indianapolis, Indiana.

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The variety of tacks and other marking materials available gives some idea as to how much information maps can give.

Map tacks are available in five sizes and 80 different color combinations—400 different tacks.

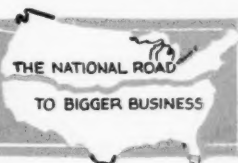
Large flat-headed tacks numbered 1 to 999, and similar tacks with blank celluloid tops—in 16 colors.

Celluloid map rings in 18 different colors.

Special crayons and pencils in a wide range of colors.

Write us in regard to map tacks or any other map marking material desired.

"Namapco" Washable Maps



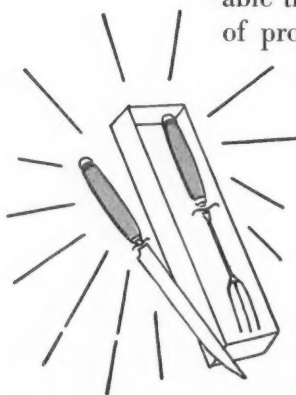
Beauty

carves the turkey!



THE Christmas dinner table in this year of our Lord radiates *color* and *beauty* from every angle. The gladsome spirit of Yuletide is echoed by colored linens, colored glassware, colored candles. And Sir Gobbler himself is carved by a knife with a gorgeous colored handle—and served with a fork that matches.

☐ No one doubts that **COLOR** and **BEAUTY** are potent aids to sales. The evidence is unmistakable . . . Equally evident is the fact that **COLOR** and **BEAUTY** are indispensable these days in telling the story of products on the printed page.



☐ If you would have **COLOR** and **BEAUTY** pay you golden dividends as your broadsides, booklets, and folders wing their way to trade and public, keep this simple thought in mind:

*If Your Message is Important
—Print it on Coated Paper!*

☐ Only paper with a coated surface can bring out to full perfection the detail of fine-screen halftones and color process plates. For this reason, engravers' proofs are *always* submitted on coated paper. Why shouldn't you, too, take the risk out of printing?

☐ One thing is certain as far as paper is concerned, you'll never go wrong on Cantine's. The Cantine Mills have been doing one thing well for over 40 years . . . making coated papers exclusively. There is a Cantine Coated Paper for every requirement of good printing. . . . A copy of our latest Sample Book, showing the various weights and colors, together with the nearest distributor's name, is yours for the asking. Write our Dept. 625.

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